

# TOWN OF BROOKLINE

## FY-2011

## FINANCIAL

## PLAN

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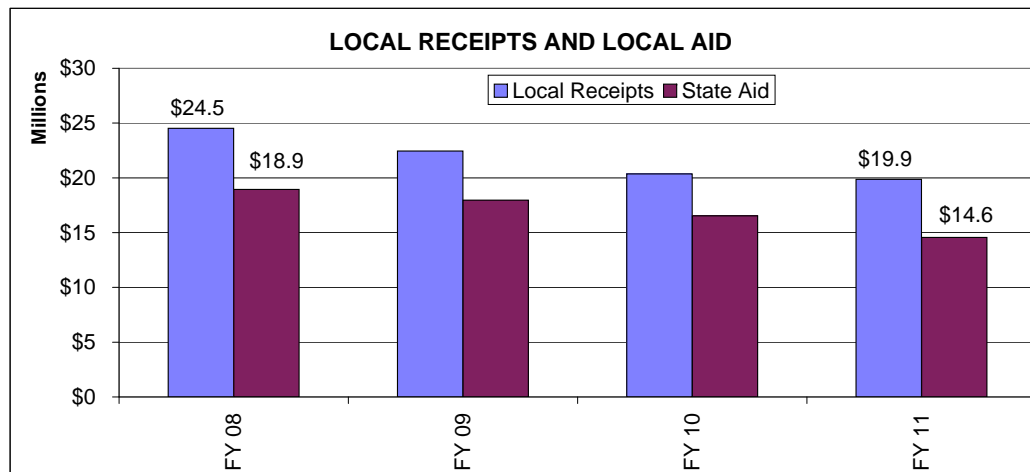
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Honorable Members of the Board of Selectmen and Members of the Advisory Committee:

It is once again my privilege to present for your consideration the Annual Financial Plan per Chapter 270 of the Acts of 1985, as amended (The Town Administrator Enabling Act) and Section 2.2.5 of the Town By-Laws. As always, the Annual Financial Plan for Fiscal Year 2011 is balanced and provides a complete presentation of revenue, expenses, and capital improvements totaling \$228,352,100. Included are the General Fund Operating Budget of \$188,964,206; enterprise/revolving funds of \$25,483,955 (net of General Fund Reimbursement); non-appropriated expenses of \$7,331,939; and revenue financed CIP of \$6,572,000.

Total General Fund revenues will remain stagnant in FY11 in comparison to FY10 levels. The Town's General Fund non-property tax collections (Local Receipts) will drop below prior year actuals to the lowest level in six years. Despite welcomed Local Aid proposals announced by the Governor, until a final determination is made by the Legislature in the wake of last year's 19% cutback, estimates about State assistance have to be tempered by the cautions expressed by many other state leaders. Without the relative stability of the property tax (up 3.5%), overall Town revenues would be in a state of decline.

Yet, because of the actions the Town has taken in recent years, most recently culminating in the agreement to join the state Group Insurance Commission (GIC) in FY11, we will not have to employ the extreme measures that, unfortunately, are being increasingly utilized nationally by state and local governments. Even though the FY11 Financial Plan calls for the exercise of significant restraint in light of the overall long-term outlook, it does not have to resort to severe cutbacks, unpaid furloughs, compensation rollbacks, and lay-offs. Nevertheless, while seeking to preserve essential health, safety, and education services in the near-term, the recommended budget also attempts to strategically position the Town for continued economic and fiscal stress.



## **BACKGROUND**

Since FY08, the Town and Brookline community have fully utilized virtually all of the major tools available to Massachusetts municipalities for stabilizing budgets in the face of the dual challenges of structural shortfalls and economic decline:

### **FY08 CLOSED \$3.2 MILLION BUDGET GAP**

- \$1.5 million in increased local fees and fines
- Group health plan design changes
- DPW initiatives
- Budget cuts

### **FY09 APPROVAL OF \$6.2 MILLION PROP 2 ½ OVERRIDE**

- \$2.1 million for structural deficit
- \$1.5 million for infrastructure
- \$2.6 million for education

### **FY10 ADDRESSED \$5 MILLION DEFICIT**

- \$4 million reduction via reorganizations, consolidations, cuts
- COLAs 0% for all employee groups
- First round implementation of Efficiency Initiative Committee recommendations
- Launched OPEBs funding plan
- Newly adopted local option taxes earmarked for pension funding

### **FY11 EXECUTED GIC AGREEMENT**

- \$4+ million town budget savings
- \$1+ million net employee savings (premium savings less out-of-pocket costs)
- Provides capacity for salary reserve; expanded OPEB funding; and continuation of pension funding plan

This multi-year strategy involving reductions, revenue, and reforms has brought the Town in FY11 to a point of relative budgetary respite from long-term fiscal tumult that will undoubtedly continue beyond the upcoming fiscal year. Some of the principal actions by which the FY11 Financial Plan attempts to sustain services near-term and brace for long-term uncertainty are:

- **WORKFORCE MANAGEMENT** – In recent years, the Town has sought reduced workforce levels without layoffs from efficiencies, cutbacks, and hiring freezes. While the FY11 budget does not require lay-offs, past inroads made in these levels are preserved and, in fact, slightly reduced below FY10 counts. Since FY06, Town General Fund FTEs are down nearly 5%.
- **BALANCED APPROACH TO COMPENSATION** – Due to the budget cuts required in FY10 and lack of reform in the local government group health system for that year, cost of living adjustments were not provided to any employee groups in FY10. The FY11 Financial Plan does not retroactively increase this base budget item, but does set aside a prospective salary reserve equivalent to 1% in light of the group health change taking place on July 1, 2010.
- **INCREASED FUNDING FOR OPEBs** – The OPEBs funding schedule initiated in the FY10 budget is not only continued but expanded. The Financial Plan now projects that annual OPEBs allocation will exceed \$1 million a year by FY12, with the Trust Fund balance likely approaching the \$10 million mark by that time.
- **CONTINUED DEDICATION OF LOCAL OPTION TAXES TO PENSION FUNDING** – For FY11, newly adopted local option taxes of approximately \$1 million are again earmarked for pension funding in order to ramp up to an adequate appropriations level by FY12 as part of the overall strategy to recover from 2008 investment losses.
- **TOWN/SCHOOL PARTNERSHIP** – By continuing the past practice of evenly dividing net revenue after accounting for fixed costs inclusive of Special Education as a fixed cost, funding for the Schools can be increased 4.5%. Recent education program expansion can therefore be continued.
- **NO PUBLIC SAFETY STAFF REDUCTIONS** – Fire suppression levels and uniformed police enforcement are maintained after the reductions experienced in both areas in the current fiscal year. It is important to note that, according to the Chiefs, losses due to fire and reported crime are both down notwithstanding these reductions.
- **ON-GOING EMPHASIS ON EFFICIENCIES THROUGH TECHNOLOGY AND OTHER MEANS** – Continuation of Efficiency Initiative as identified in the 2009 Report of that Committee, often utilizing technology for greater productivity in areas such as parking management/enforcement.
- **PRESERVATION OF RESERVES** – All reserve policies are followed and operating reserves, along with reserve funds for liability, stabilization, and property tax overlay, are fully-funded.
- **CIP FUNDING RESTORED** – CIP appropriations, which were reduced in FY10 from 5.5% of net revenue to 5.0% of net revenue, are increased to 5.25% per the recommendation when the FY10 reduction was taken. It is fully expected that this allocation will increase to 5.5% in FY12 as originally planned.

As a result of the Town's multi-year approach in its fiscal strategy, Moody's Credit Service this past year once again renewed the Town's Aaa rating. In addition to citing the Town's stable property tax base and favorable debt profile, Moody's noted "Brookline's well managed financial position...given the Town's proactive and conservative budgeting strategies." There is every reason to expect that the Aaa credit rating will be assigned once more in 2010 as a result of continuing the practices that have been followed every year since the Aaa was reinstituted in 1995.

### **FY 11 BUDGET ACTIONS**

**Group Health** - The cornerstone for the balanced FY11 Financial Plan that also advances the objective of addressing long-term concerns is the upcoming transition for health coverage into the State's Group Insurance Commission (GIC). This switch is expected to save a total of approximately \$7 million in avoided premium costs, creating more than \$4 million in freed-up budget capacity for the Town and providing over \$2 million for employee/retiree subscribers in the form of reduced withholdings. The figures below illustrate how significant the budget variance is from what had been expected to be a \$25.7 million line-item had the change not been made.

	<b><u>NON-GIC</u></b>	
	<b><u>FY2010</u></b>	<b><u>FY2011</u></b>
Approp.	24,073,604	25,757,341
\$\$ Var.		1,683,737
% Var.		6.99%

	<b><u>WITH GIC</u></b>	
	<b><u>FY2010</u></b>	<b><u>FY2011</u></b>
Approp.	24,073,604	21,227,416
\$\$ Var.		(2,846,188)
% Var.		-11.82%

<b>\$\$ Var.</b>	<b>(4,529,924)</b>
<b>% Var.</b>	<b>-17.6%</b>

The impetus for this change began with a 2006 Metro Mayors study, chaired by an area bank executive, that recommended allowing municipalities to join the State-administered health program for the employees and retirees of the Commonwealth covering 300,000 members inclusive of dependents. This concept took shape over the course of year-long deliberations between statewide union and municipal representatives who came to consensus on an approach for localities to make this switch through a concept called coalition bargaining. The Municipal Partnership Act that was enacted into law in July, 2007 allowed cities and towns for the first time ever the opportunity to join the GIC through coalition bargaining, which requires 70% approval of the unions and retirees.

The Override Study Committee, whose January 2008 Report led to only the Town's second property tax override since Proposition 2 ½ was enacted in 1981, recommended that the Town take advantage of the new law and join the GIC. Subsequently, the Efficiency Initiative Committee and the OPEBs Task Force likewise urged the same action. Even Town Meeting in 2008 resolved that town management and labor should negotiate in earnest over joining the GIC.

In anticipation of this possible course of events, the Board of Selectmen in 2007 adopted Section 19 of G.L. Ch. 32B, which authorizes the coalition bargaining process. The Town and the union Public Employee Committee (PEC) could not come to agreement about the GIC in 2008. However, in November 2009 the parties signed an MOA allowing the Town to transfer its group health subscribers to the GIC on July 1, 2010. The core of the Agreement calls for the Town to increase its percentage share of premium from the current 75% to 78%-80%-83% over the three years of the MOA term. In exchange, the PEC agreed to decrease the Town's premium share for the more costly indemnity coverage from 75% to 65% and to relinquish union bargaining rights over future plan design changes.

Because of the substantial variance between GIC premiums and current Town premiums (family coverage is currently \$1,834/mo, 30% greater than the initial FY10 premium for comparable GIC coverage at \$1,273/mo), the Town ultimately agreed with the PEC to share with the employees and retirees about one quarter of the Town's savings through increasing the Town's percentage contribution of premiums to 83%. The pro forma below, prepared by the Town's consultant Longfellow Benefits, shows the potential amount of premium cost avoided annually assuming 12% growth rates for current Town plans and 9% for the GIC. It also illustrates and how the Town and PEC negotiated the allocation of these savings inclusive of the subscribers' pre-existing 25% share of savings enhanced by the Town shifting additional savings through reducing employee premium withholdings from 25% to 17% over the term of the agreement. It is important to note that these figures do not reflect the estimated \$1 million a year increase in subscriber out-of-pocket costs due to the higher co-pays of the GIC.

<b>Fiscal Year</b>	<b>FY11</b>		<b>FY12</b>		<b>FY13</b>	
<b><i>Projected Savings</i></b>						
Total Savings	\$7,147,065		\$8,743,485		\$10,591,656	
Town Savings	\$4,753,061	67%	\$5,390,709	62%	\$5,858,066	55%
Employee/Retiree Savings	\$2,394,004	33%	\$3,352,776	38%	\$4,733,590	45%

*Notes: 10% Indemnity Migration is assumed*

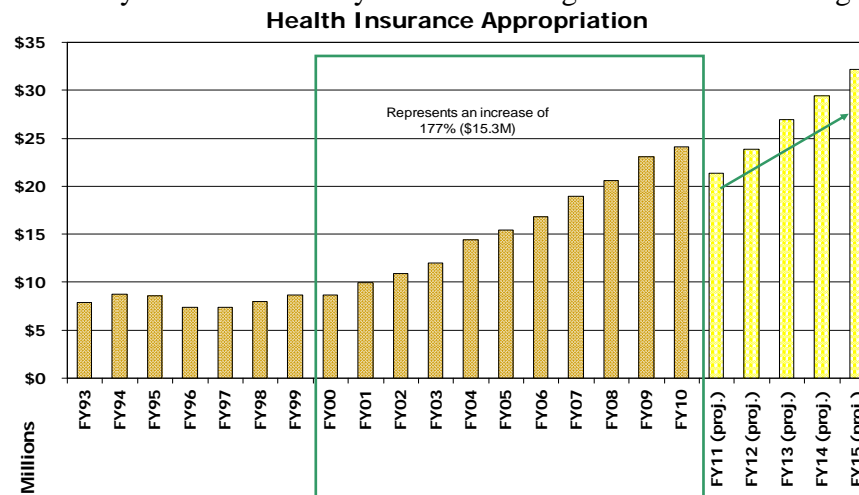
**CUMULATIVE SAVINGS**

Total Savings	\$26,482,206
Town Savings	\$16,001,836 60%
Employee/Retiree	\$10,480,370 40%



The three-year effort to transfer into the GIC is indicative of the obstacles associated with coalition bargaining as the means of making this change. Of the state's 351 cities and towns, only 20 have joined thus far (along with several regional schools and planning agencies) despite the potential for significant savings. Fear of change, loss of local control, and the need for a super majority of 70% union approval and many other factors are contributing to the lack of movement.

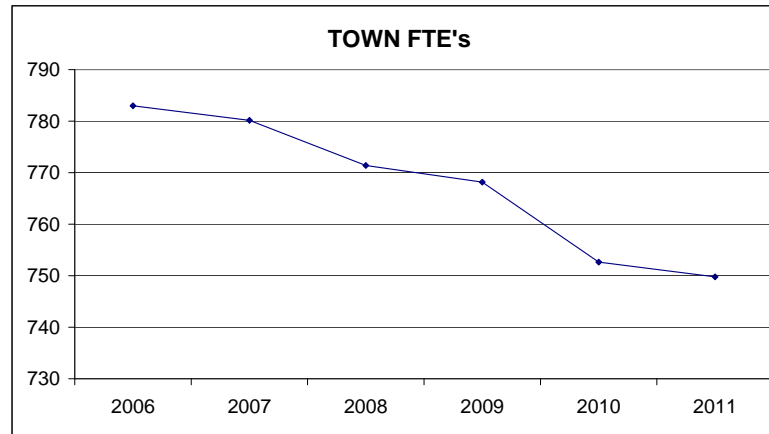
The stakes are obviously huge. Notwithstanding this change, the following projection of 9% annual increases shows that in two years, Town group health costs even under the GIC will exceed current FY10 costs. The GIC is not in and of itself an ultimate solution. FY11 actual savings, while still quite substantial, might turn out to be slightly less than projected because final rate increases (which are not determined until March) could end up being greater than the projected 9%. For this reason \$400,000 of Town savings have been set aside as a contingency reserve for group health purposes. However, without this switch to the GIC, the Town would be facing a formidable cutback budget and a severely constricted ability to take meaningful actions addressing unfunded long-term obligations.



**WORKFORCE PLANNING/MANAGEMENT** – Since FY03, the Town has imposed a hiring freeze in all but two years in order to manage the workforce downsizing necessary to cope both with year-to-year deficits and long-term structural shortfalls. This period of episodic suspensions of hiring was preceded by several years of a “NO NET NEW HIRE POLICY” that mandated back in those times of economic growth that the Town control against workforce expansion by requiring new positions to be offset by the elimination of old positions. In two instances - FY08 and FY10 - the Hiring Freeze was augmented by a Retirement Incentive Program designed to encourage employment separation without expanding retirement costs themselves.

As is shown in the Table on pp. II-29, over the past five fiscal years the Town has reduced General Fund FTEs by more than 30 positions, or nearly 5% of the workforce. Enterprise and Revolving Fund supported positions have been held virtually constant during this same period. These reductions have occurred across departments and throughout all levels of the organization.

This overall downward trend has not only allowed the Town to avoid lay-offs, but has also greatly assisted the Town in the fiscal years when there were mid-year State Aid cuts (FY03 and FY09). In addition, these reductions also help mitigate unfunded retirement obligations for both pensions and group health.



Despite the budget capacity created for FY11 by the change to the Group Insurance Commission, this Financial Plan not only preserves the past inroads made in workforce levels, but actually expands them slightly by further implementation of last year's recommendations of the Efficiency Initiative Committee.

The Hiring Freeze currently in effect was initially authorized by the Board of Selectmen in October 2008. Even though there have been a few "authorizations to hire" during this period based upon the formal exemption provision of the policy, the Town has recently had as many as 27 vacant positions subject to the Freeze. As a result of the recommendations outlined in this Financial Plan, it is expected that several of these positions will remain unauthorized. Authorizations to hire for the remainder are now being sought as requested by the involved departments in order to continue the service levels that are actually budgeted in the FY11 Financial Plan.

**BALANCED APPROACH TO COMPENSATION** – Through the last two labor contract cycles (two 3-year agreements back to FY04), contractual COLA's have been held within the growth of the CPI as measured on a compounded basis against the Northeast Urban Index.

With the exception of the Police, the Town has not settled successor agreements to its other contracts that expired on June 30, 2009. In exchange for a long-term agreement on police education incentive pay after last year's reduction in Quinn Bill funding by the State, the Police Union settled a two-year contract for an unconditional 0% in FY10 and another 0% in FY11, subject to a re-opener if the Town reached agreement to shift to the GIC.

FY	% INCR.	CPI (Jul vs Jul)	
2004	2	3.9	
2005	2.5	3.4	
2006	3 + 1	4.6	
2007	2 + 1	2.0	
2008	2	5.7	
2009	2 + 1	(1.9)	
2010 *	0	(0.2)	> Jan-Nov
Cum.	17.70	18.9	

\* Not agreed to yet.

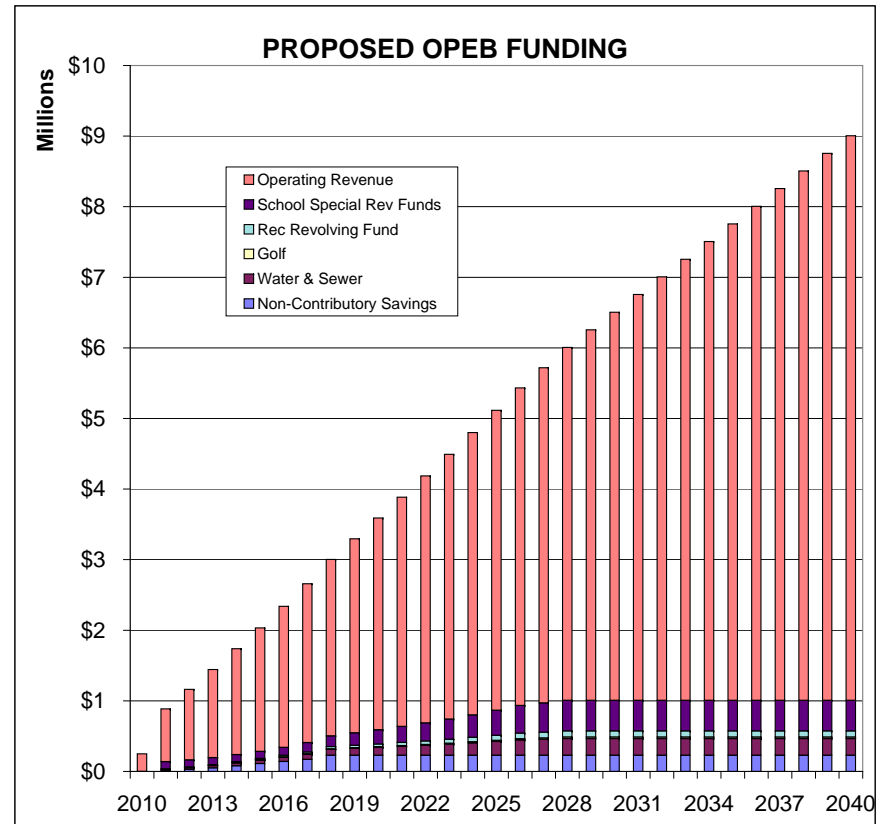
In order to balance the \$5 million deficit in FY10 budget, the Town eliminated the entirety of the Salary Reserve that had initially been set aside in last year's Financial Plan. The FY11 Financial Plan does not propose any restoration funding for purposes of retroactivity. However, a Salary Reserve equivalent to a 1% COLA for all Town employees is set aside. No wage adjustment in FY10 and a COLA in the order of magnitude of 1% for FY11 will not likely push the Town's cumulative long-term COLA trend beyond the CPI trend through FY11.

**INCREASED FUNDING FOR OPEBs** - In 1998 Special Legislation was approved to create the Retiree Health Trust Fund. In FY2000 the Town began to set aside funding for this purpose, and has accumulated more than \$7 million for this long-term obligation. The language of that Trust identified the Town's Finance Director as the custodian of funds. The legislation that created this Trust Fund pre-dated the Government Accounting Standards Board (GASB) # 43 regulation that identified the "best practice" to have OPEB funds controlled by an independent autonomous board. In June, 2008 the Town took steps to convert the existing Trust Fund to conform to GASB # 43, authorizing Special Legislation to create an autonomous board to control the funds. The transfer of the Trust to the autonomous board took place in December 2009.

In June, 2008 a Task Force was appointed by the Board of Selectmen to address both the issues of cost containment and funding. This OPEBs Task Force completed its work in June, 2009 and recommended to the Board of Selectmen and School Committee a series of actions that could bring the Town to full funding of this obligation within 30 years. One of the key recommendations was that new funding should be committed to this obligation as soon as possible.

In response to that recommendation, the Town included an appropriation in the amount of \$250,000 in the current year's budget, with the further intention to increase this appropriation by \$250,000 each year over the 30-year funding period. This FY11 Financial Plan includes an accelerated appropriation of \$750,000. In addition, a strategy to phase-up funding of the OPEB unit cost per FTE in the Town and School enterprise, revolving and special funds is incorporated in this Financial Plan. This will add \$122,000 to the Fund in FY 2011.

Joining the GIC will also have an impact on the Town's OPEBs obligation, which will be measured once the next biennial actuary analysis is completed during the summer of 2010. The Actuary has preliminarily indicated that entering the GIC could reduce the



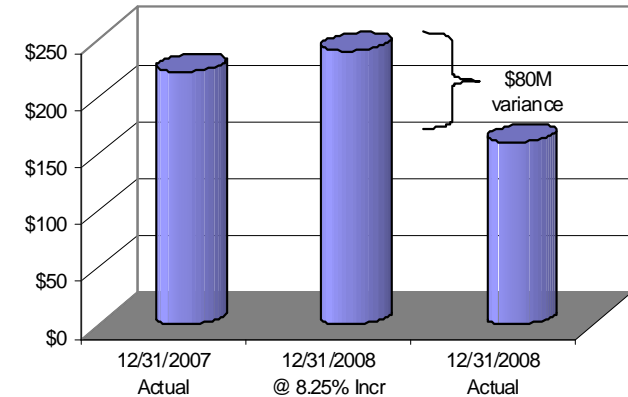
unfunded liability by as much as \$800,000 per year, or \$24 million over the next 30 years.

Based upon the last actuary analysis, it is assumed that by committing to the above funding recommendations, the Town will accumulate more than 60% of the required funding over a 30-year period. In addition, we will review a strategy that would allocate the annual pay-as-you-go retiree health portion of the overall health insurance appropriation directly to the Trust Fund and make all necessary expenditures out of the Fund. Other OPEB Task Force cost containment and funding recommendations will also be considered. Once the biennial actuary analysis is completed later this Summer, there will be more complete information to gauge the potential impact of the totality of these tangible actions and conceptual possibilities.

### **CONTINUED DEDICATION OF LOCAL OPTION TAXES TO PENSION**

**FUNDING** - In CY08, pension systems across the country realized steep losses in their assets as a result of the dramatic downturn in the stock market. Brookline's Retirement System was not immune: it lost 28% of its value, or approximately \$62 million. For comparison purposes, the S&P 500 lost 47% of its value; CalPERS, the country's largest public pension system, lost 25% (\$60 billion); and the State's system (PRIT) lost 29% (\$16 billion). Further compounding this loss is the unrealized gain of 8.25% that was expected in CY08, leaving a total gap approaching \$80 million between actual assets and expected assets as of December 31, 2008. This is shown in the graph to the right.

The Retirement Board's actuary performed an analysis last year that estimated the impact of the CY08 losses on future pension funding schedules. This initial analysis indicated that the originally scheduled FY12 appropriation would have to increase between \$3 million and \$5 million in order to absorb the losses and be fully-funded by 2028.



As a result, it was recommended to Town Meeting that the new local option taxes adopted in August, 2009 be allocated to augment the FY10 pension appropriation in an effort to start ramping-up for this massive FY12 budget hit. Town Meeting approved the plan and appropriated nearly \$1 million for this purpose. This FY11 Financial Plan continues this allocation. As a result of this approach and the 28% return in CY09, the Town will be much better positioned to handle the FY12 appropriation increase.

More recently, the actuary performed a preliminary analysis to ascertain what the impact of the 28% return, the stepped-up appropriation schedule, and ability to have until 2030 to fully-fund the pension system could mean for the FY12 appropriation. This more recent analysis shows that the Town's FY12 appropriation could be approximately \$14.5 million, an amount that is \$1.5 million more than the FY12 appropriation required under the current funding schedule. However, by using the local option taxes to start funding this pension spike, growth in FY12 over FY11 could be limited to about \$700,000 compared to close to \$2 million if the Town were not taking these

anticipatory actions. This is shown in the table below:

	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>
Original funding schedule	12,063,565	12,565,355	13,083,124
Augmented with local option taxes	13,028,716	13,784,954	
Revised Preliminary FY12			14,500,000
<b>Revised Preliminary FY12 vs Original FY11</b>			<b>1,934,645</b>
<b>Revised Preliminary FY12 vs Augmented FY11</b>			<b>715,046</b>

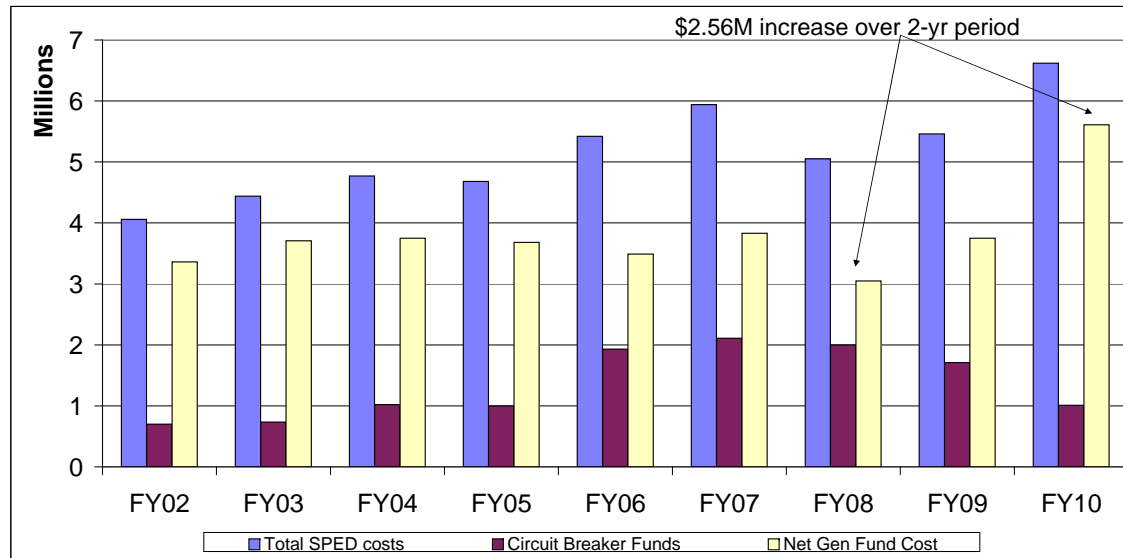
The final numbers for FY12 will not be known until the actuary completes her work (Spring/Summer) and the Retirement Board votes to adopt a new funding schedule (Summer/Fall). If the various factors above fall into place as outlined, then the untenable FY12 budget demand can be avoided.

**TOWN/SCHOOL PARTNERSHIP** – The Town/School Partnership was established to provide the Town generally and the Brookline Schools specifically with a greater measure of predictability in financial planning. The School Superintendent and Town Administrator entered into a written agreement in 1995, approved by the then Board of Selectmen and School Committee, that established a framework for the predictable allocation of revenue for municipal and educational purposes. To simplify a bit, the schools receive 50% of the year-to-year change in all General Fund operating revenue less fixed costs as defined in the Agreement – capital costs, benefits, insurance, etc.

The Partnership Agreement has also provided a framework of collaboration that has reinforced efforts to more closely integrate common operations. The Municipal IT Department serves the non-classroom technology needs of the schools; payroll functions were consolidated in 2009; employee benefits are administrated centrally as are financial systems, purchasing and legal services. Facility maintenance was actually centralized in the Town Building Department even prior to the Partnership. The School Committee and Board of Selectmen have even gone so far as to retain the same outside law firm for their respective labor counsel services.

The viability of the Partnership is understandably tested in periods of budget stress. For FY11, the Partnership is once again eliminating any public sense of Town and School competition for resources that is all too common within Massachusetts municipalities. Because of the formula underlying the Partnership, the Schools were a direct stakeholder in the GIC negotiations. The pre-established expectations were that savings from reforming the means by which the Town provides group health coverage would be realized by the Schools in the same proportion that their employees/retirees account for group health costs. There was never the need for Town and School Administrations to determine anew the allocation of group health savings because of their shared expectations about such matters spanning two decades. This is the primary reason why the FY11 budget for the Brookline Schools can increase by 4.5% while total growth in the General Fund remains relatively flat.

The Partnership will also come into play during the current fiscal year. The Brookline Schools are projecting a FY10 budget shortfall of approximately \$1.2 million. Skyrocketing costs for out-of-district special education expenses are primarily fueling this deficit.



Under the Partnership, both special education and the Town budget reserve are considered fixed costs with both entities sharing responsibility for funding. The School Administration has declared that it will take internal steps to reduce the shortfall through expenditure controls in other areas of its budget. The Schools also have a reported \$900,000 accumulated surplus in State special education assistance called Circuit Breaker funds. This, too, will be employed by the Schools to help address the problem. However, the Town should be prepared to stand ready to utilize Town reserve funds to some extent if by the end of the current year a School deficit remains.

**PUBLIC SAFETY STAFFING** - The budget deficit in FY10 necessitated cutbacks in both the Police and Fire Departments. Police staffing was reduced by four positions, back to the level last deployed in 1994. Fire personnel were reduced by six positions with four taken from Suppression and two from Prevention. Combined, these are the lowest levels of police and fire staffing since Proposition 2 ½ was enacted in 1981.

Yet, with a measure of relief, it can be reported that crime rates dropped in 2009 and loss due to fire also declined. It is particularly encouraging to note that the current fire suppression staffing levels have not forced a jump in overtime requiring the temporary removal of apparatus for budget balancing purposes. Leave utilization levels in the Department have lessened, thereby taking pressure off the budget that minimum manning contractual obligations would have otherwise caused in the context of reduced staffing.

The FY11 budget does not entail further reductions in public safety staffing, although efficiencies are being pursued in administrative functions as described later in this Message. In conjunction with the partial lift of the Hiring Freeze described earlier, authorizations to hire were recently recommended for the current 10 Police vacancies and for four additional Fire vacancies. In fact, two of the Fire positions are to be supported by State stimulus funds, actually pushing the hirings above levels originally budgeted that, over time, are expected to fall back to initially authorized levels due to attrition.

Nevertheless, budgetary conditions for FY11 should not mislead anyone about the highly likely potential for long-term pressure on all town budgets, including public safety. Use of technology in both departments, especially in Fire operations, must continue to be expanded. While information technology is quite advanced for police operations, administrative processes – especially parking enforcement – should be the focus of continuous improvement.

The recently released Fire Department Technology Integration Assessment is especially telling. It found that the Department is having a "difficult time incorporating technology into operations" and recommends changes in both personnel and systems that are reflected in this Financial Plan. Fortunately, through informal but extensive interaction with union leadership on the findings of this report, both departmental management and labor have expressed commitment to carry out the Report's recommendations. Additionally, the Town has presented the separate Report on Fire Department Operations to the union as part of the formal negotiations that are underway for a successor contract. Because this Report involves matters that are subject to active negotiations, the Town, as a matter of good faith bargaining practice, is not unilaterally releasing that document. However, at some point the findings of the Operations Report will likely become part of future budget deliberations as the Town continues to cope with the budget constraints.

**FY11 INITIATIVES/EFFICIENCY MEASURES** – the Financial Plan includes a number of initiatives and efficiency measures that continue the actions taken in recent budget cycles to help streamline operations and realize budgetary savings.

- **Efficiencies from Technology** – over the past decade, the Town has continued to place more emphasis on technology to both gain efficiencies and bring government closer to citizens. Examples are: on-line bill payment options; meeting notification system; town-wide Wi-Fi network; Voice Over IP (VOIP) telecommunications system; and a model GIS application. Direct benefits to the FY11 budget result from three recent IT investments: handheld technology for the issuance of parking tickets, RFID in the libraries, and "Green Technology".

Handheld technology – the EIC report recommended to concurrently explore the privatization of parking ticket administration and the use of handheld technology for the issuance of tickets. Both options were analyzed and it became clear that investing in handheld technology had the greatest potential for cost savings. After reviewing various types of technology available, the Town chose to procure exciting new technology from Velosum, a Utah-based company. The so-called "magic pens" have allowed for approximately 2/3's of all tickets to be automatically entered into the parking ticket database once they are written, eliminating the need to manually data enter approximately 7,000 tickets / month. As a result, a clerical position within the Traffic Division of the Police Department can be eliminated for a savings of \$38,386, or approximately \$50,000 including benefits. In addition, long-term pension and OPEB liabilities are avoided.



Radio Frequency Identification (RFID) – while a widely debated appropriation in FY09, support of the Library Trustees and Board of Selectmen for this highly promising technology was unwavering. By April, the Library will have two vacant positions. The Director feels confident if he fills only one of the positions that the library will be able to maintain current service levels without significant deterioration of services to patrons. He has come to this conclusion because of the anticipated efficiencies of RFID. As a result, a Library Assistant II position can be eliminated for a savings of \$38,193, or approximately \$50,000 including benefits. In addition, long-term pension and OPEB liabilities are avoided.

“Green Technology” – the new “smart building technology” used in the renovated Town Hall has not only helped “green” the facility, but also has resulted in significant cost savings: since re-opening, kWh use has been cut in half. As a result, the utility budget for Town Hall has been reduced by \$170,000. This technology enables the Town to better control building access, climate, security, power consumption, and electronics, all of which can now be managed automatically and be controlled to account for off-hours, holidays and unforeseen usage.

• **Fire Department Technology** – since 2004, when the Fire Department was awarded a Federal grant to purchase laptops for fire apparatus, the Department has been working to better utilize technology in its operations. Benefits of technology in the fire services range from firefighter safety (placing critical information in the hands of firefighters on the way to and at the scene of an incident) to better records management (fire prevention and training records). While some advancements have been made over the past six years, technology has not been widely integrated into day-to-day operations of the Department.

In an effort to help expedite the incorporation of technology into the Department, Emergency Services Consulting International (ESCI), a well-regarded consulting firm that specializes in fire department operations, was retained in CY09. Their assessment was blunt: the Department continues to rely heavily of log books and paper; the Department was generally comfortable in the use of outdated methods of data capture; and there is no ability to perform meaningful data analysis and performance measurement.

In response, the Chief convened a group of stakeholders to discuss next steps for the formulation of a Strategic IT Plan for the Department. The stakeholders agreed that the services of ESCI should be retained again to assist in this endeavor. This Financial Plan reflects a number of the recommendations included in the reports:

- A new records management system (RMS) is funded
- Additional PC’s for the fire stations are funded
- The current civilian IT staff position is replaced with a higher graded position
- The replacement of the older apparatus laptops is funded



• **Personnel Consolidations** – in FY10, a number of initiatives were undertaken to consolidate and re-organize departments. One involved the consolidation of the Fire Department Wires Division into the Department of Public Works (DPW), which resulted in the reduction of one FTE. Further benefits of this consolidation are reaped in this FY11 Financial Plan: the streetlight maintenance contract is reduced by a net of \$50,000 because of DPW's ability to utilize these personnel for streetlight maintenance needs.

A new consolidation initiative is included in this Financial Plan: the merger of the DPW IT position and the IT Department. The position currently budgeted for in DPW is being eliminated and the vacant position in ITD is being re-classified as part of an effort to help DPW meet its IT goals. This merger makes sense since DPW's major IT applications are currently serviced by ITD. The upgraded position within ITD will be responsible for supporting enterprise-wide applications, a number of which DPW currently utilize, and for aiding DPW in their efforts to further integrate technology across the Department. As a result of this consolidation, the DPW budget is reduced by \$69,727. Including benefits, the total savings to the Town budget is approximately \$95,000. In addition, long-term pension and OPEB liabilities are avoided.

• **Contracting Out** – the EIC recommended the exploration of privatizing a number of functions. Many have been analyzed:

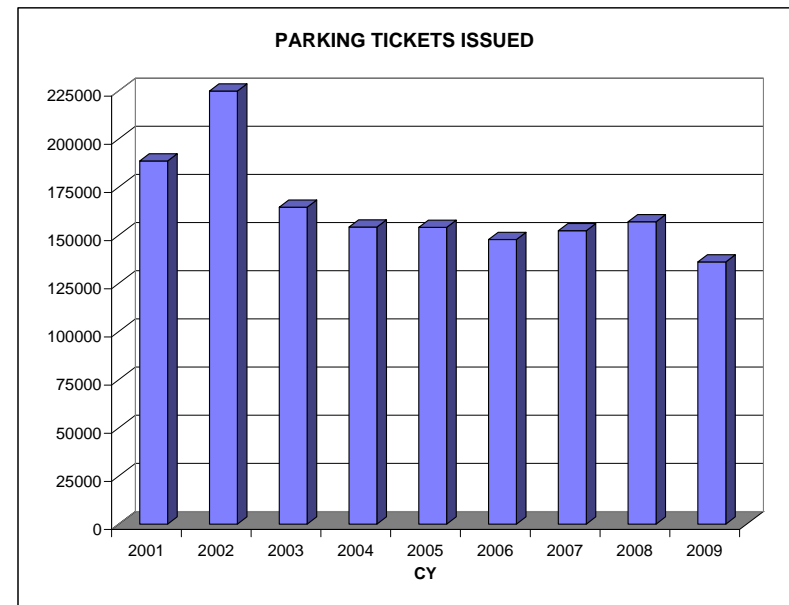
- solid waste collection and street sweeping proved to be more cost-effective in-house
- parking ticket administration was more cost-effective in-house, but utilizing handheld technology, as explained above, yielded cost savings
- meter collection services, while not privatized, have been civilianized
- grounds maintenance bids have been received, but the Town is still in the process of analyzing them
- specifications for a fleet services bid are being prepared

This Financial Plan includes contracting out custodial / houseworker services in two areas: DPW and Building Department. At the Municipal Service Center (MSC), the custodian has retired and the utilization of contractual cleaning services is being recommended. While the budgetary impact on DPW is limited (\$11,709), the savings to the budget is approximately \$25,000 when benefits are included. In addition, long-term pension and OPEB liabilities are avoided. In the Building Department, it has been determined that hiring contract cleaners instead of houseworkers is more efficient. By eliminating two part-time houseworkers and one full-time houseworker, approximately \$8,000 is saved when benefits are included. In addition, long-term pension and OPEB liabilities are avoided.

Conversely, this Financial Plan includes a proposal to establish an Operations Manager in the Public Buildings Division of the Building Department in an effort to reduce the cost of maintenance and repair items that are currently done by outside contractors. In addition, this position will provide increased oversight of the Division's maintenance resources. The cost of the position (\$66,655 in base salary, or approximately \$90,000 with benefits) is offset by a reduction in the repair and maintenance budget of the Division.

• **Parking Enforcement** – the Selectmen’s Parking Committee has been reviewing a number of issues over the past year that have a direct bearing on both the daily experience many residents / visitors have in Brookline and the budget. One of the Committee’s primary findings is that parking enforcement is not as consistently carried out as regulations stipulate. There is an enforcement gap on Saturdays and after 2:00 on weekdays, and that results in a loss of revenue. While not totally void of enforcement during those time periods, resources are not currently available to enforce then as is done between 8:30 a.m. and 2:00 p.m. during the week.

This Financial Plan includes two additional full-time Parking Control Officers (PCO’s), whose hours will include Saturdays and up to 6:00 p.m. during the week. The cost (\$80,778, or approximately \$109,000 with benefits) is covered by the generation of additional revenue. If these funds were not included in the Police Department’s budget, the FY11 Parking Ticket revenue estimate would be \$100,000 less. In order for this revenue to be realized, each new PCO will have to issue an average of one ticket per hour per day, a rate that should easily be exceeded. This initiative should enable the Town to increase its revenue estimate in FY12 and beyond.



Also related to parking enforcement and the Parking Committee is the recommendation contained in the CIP to invest \$1.4 million in a new parking meter system. There is a detailed project description on page VII-34; the simple summary of the wisdom behind this investment is increased revenue, reduced operating costs, enhanced user-friendliness, and improved aesthetics. By further utilizing multi-space meters in commercial areas and Town-owned lots, initiatives such as variable pricing and increased rates on lower Beacon during Red Sox games can be implemented. This initiative should enable the Town to increase its Parking Meter revenue estimate in FY12 and beyond.

• **Recreation Department Resource Allocation** – in 2009, the Town contracted with GreenPlay, LLC of Colorado to produce a Cost Recovery Study. One of the most challenging parts of running a public recreation department can be both how to fund needed facilities and programs as well as how to price programs and services. GreenPlay, LLC facilitated a seven month study during which several public meetings were held and a large amount of research was collected to produce Brookline Recreation’s “Cost Recovery Pricing Model”.

Developing a cost recovery model answers the question “Where should subsidy from revenue sources be directed, and why?” The 2009 Cost Recovery Study helped to identify the recreational needs of the Brookline Community and establish a consistent approach to pricing programs based on benefit to the community as a whole. Cost recovery reserves a higher percentage of tax revenue for

those programs and services that should be supported by the entire Brookline population, and allows less subsidy for more individualized programs and services. Additionally, applying a cost recovery model creates a justifiable, transparent method of introducing fees for programs and services. Cost recovery does not imply that the target is 100% total cost recovery for the Brookline Recreation Department, but that subsidy follows the goals established by the staff and community.

The immediate impact on the FY11 Financial Plan is the better alignment of administrative expenses and program expenses. By moving program-related expenses from the General Fund to the Revolving Fund and moving administrative expenses from the Revolving Fund to the General Fund, there is a reduction of \$24,525 in the General Fund. This alignment allows the Department to consistently assess and align costs associated with programs and to price programs and services accordingly. The long-term effects of the pricing methodology will be seen over the course of the next several budget cycles, as the Brookline Recreation Department implements the cost recovery model throughout the programs and services offered.

### **CAPITAL IMPROVEMENT PROGRAM (CIP)**

Capital planning and budgeting is a critical undertaking for any government and is central to the delivery of essential services and the quality of life for residents. In fact, without a sound plan for long-term investment in infrastructure and equipment, the ability of local government to accomplish its goals is greatly hampered. Since FY95, the Town has invested more than \$300 million in the CIP. These efforts, which have been supported by the Board of Selectmen, the Advisory Committee, Town Meeting, and, ultimately, the taxpayers of Brookline, have gone a long way toward addressing the backlog of capital projects, have dramatically improved the Town's physical assets, and have helped yield savings in the Operating Budget through investment in technology and energy efficiency. Although there is more to do in the areas of street and sidewalk repairs, parks/open space improvements, and school and town facilities upgrades, the commitment to capital improvements is clearly showing positive results.

The recommended FY11 - FY16 CIP calls for an investment of \$126.3 million, for an average of approximately \$21.1 million per year. Part of the plan to balance the FY10 budget was to reduce the 5.5% funding level to 5% for FY10, freeing-up \$917,000 for the Operating Budget. Those funds were used to reduce the level of cuts in the Operating Budget. The Proposed CIP follows the plan to phase up to 5.5%, reaching 5.25% in FY11 and 5.5% in FY12. It is critical to return to the 5.5% level, as the amount of projected debt service in the out-years requires that level of funding for projects such as the Devotion School and Classroom Capacity.

There were a number of challenges presented during the development of the CIP that made balancing it difficult, including space needs for the schools, additional funding for Town Hall/Main Library Garages, and increased Runkle costs, which placed pressure on each of the out-years of the CIP. This required the deferral of numerous projects. The issue of classroom space in the elementary schools is one of the most pressing matters for the Town, and the Proposed CIP addresses it more comprehensively than in the past. The \$5 million programmed for FY12 follows the \$400,000 approved in both FY08 and FY10 for carving out additional classrooms in various schools and the \$29.1 million approved in FY10 for the renovation of and addition to the Runkle School.

The core of any CIP should be the maintenance / repair of and improvement to a community's infrastructure, and that is the case with this proposed CIP. Governmental jurisdictions across the country continue to struggle with the issue of funding infrastructure needs, especially in these economic and budgetary times. Fortunately, Brookline's CIP policies (dedicated CIP funding) and taxpayer support (debt exclusions for Schools and an Override that included infrastructure needs) have allowed the community to fund these needs far more adequately than would otherwise be the case.

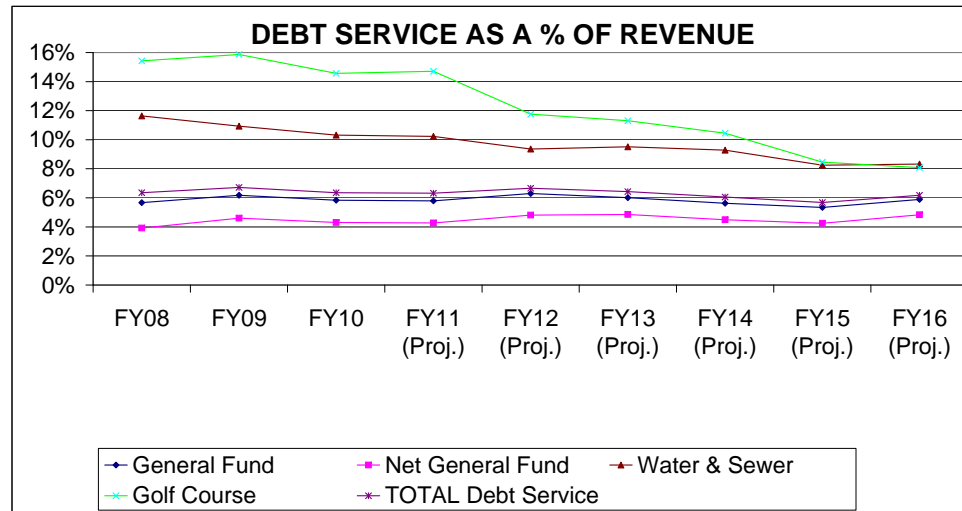
Major projects in the proposed CIP include:

- Devotion School Rehab - \$33.8 million of Town funding plus the possibility of \$22.5 million of State funding in FY14-FY15 for feasibility / schematic design and design / construction
- Classroom Capacity - \$5 million in FY12
- Newton St. Landfill (Rear Landfill Closure) - \$4.5 million in FY15
- Fisher Hill Reservoir Re-Use - \$3.25 million in FY14 (outside funding)
- Village Square - \$3 million in FY12 (outside funding)
- Town Hall/Main Library Garages - \$1.8 million in FY11, bringing the total project cost to \$3 million
- Brookline Reservoir Park - \$1.4 million in FY16
- Parking Meters - \$1.4 million in FY11
- Pierce School - \$1 million in FY12-FY14
- Ladder #2 Replacement - \$1 million in FY15

Continued major investments include:

- Street and Sidewalk Rehab - \$15.6 million
- Parks and Open Space - \$12.4 million
- General Town/School Building Repairs - \$7.6 million
- Water and Sewer Infrastructure - \$5 million
- Information Technology - \$1.6 million
- Public Safety Equipment - \$1.3 million
- Tree Replacement - \$1 million
- Energy Conservation - \$750 thousand
- Branch Libraries - \$505 thousand

In an effort to take advantage of the current low interest rate environment, the Town is in the process of refinancing bonds sold in CY2000. That original bond sale in the amount of \$55.8 million included the reconstruction of the High School and construction of the Senior Center, along with other smaller projects. The High School project was supported by both a 61% grant from the Massachusetts School Building Authority (MSBA) and a debt exclusion override. With the completion of this refinancing, it is anticipated that the property tax levy would be reduced by more than \$5 million over a period of the next 10 years, resulting in savings for the taxpayer. In addition, the refinancing of the smaller, non-debt exclusion projects should yield an additional \$500,000 savings over the next 10 years that will be used for future capital improvements.



Please read Section VII of this Financial Plan for an in-depth explanation of the CIP process, financing policies, and debt management.

### **LONG-RANGE FINANCIAL PROJECTION**

The cornerstone of the Town budgeting process is the Long-Range Financial Projection, often referred to as “the Forecast”. It is essential that a government have a financial planning process that assesses long-term financial implications of current and proposed policies, programs, and assumptions that develop appropriate strategies to achieve its goals. The Forecast also acts as a bridge between a municipality’s annual operating budget and its CIP, bringing all of the fiscal policy and economic variables together to establish coordinated managerial direction. Revenue and expenditure forecasting, along with capital planning and debt management, are key elements in developing a strong municipal fiscal position.

Prepared annually, the five-year Forecast serves as the starting point for the ensuing budget year - - and also helps decision makers,

taxpayers, and employees with an understanding of the long-term financial challenges the Town faces. In late-November / early-December, the Deputy Town Administrator and the Director of Finance present the Forecast to the Board of Selectmen. This presentation is the culmination of months of work for those two individuals, work involving the analysis of hundreds of revenue and expenditure line-items, making assumptions about economic conditions, and understanding state budget conditions.

The FY11 – FY15 Long Range Financial Projection for the General Fund makes the following key assumptions:

- In FY11 and FY12, \$1.5 million of New Growth in the Property Tax Levy. For FY13-FY15, a base of \$1.6 million, augmented by additional levy growth from the 2 Brookline Place re-development.
- For State Aid in FY11, a 15% cut in Unrestricted General Government Aid and level-funding of Chapter 70 funding. For FY12, a 10% cut across all aid categories. For FY13-FY15, level funding.
- Limited growth in Local Receipts (approximately \$230,000 / yr, or 1%).
- A 1% wage increase for FY11 for all (municipal and school) unions. For FY12-FY15, a 2% wage increase.
- Inflation in most Services, Supplies, and Capital Outlay accounts of 1.5% - 2.5% (approximately \$200,000 per year for the schools and \$275,000 for town departments).
- Annual utility increases of \$100,000.
- SPED growth of \$1 million in FY11 and \$700,000 annually thereafter.
- Enrollment growth cost increases of \$250,000 per year.
- Step increases in the School Department of \$600,000 per year and \$225,000 per year for Town Departments.
- Annual Health Insurance rate increases of 9%, plus additional enrollment of 30 per year.
- A Pension appropriation based on the most recent funding schedule approved by PERAC for FY11, plus the additional funding provided by the local option taxes. For FY12-FY15, the preliminary analysis of the Retirement Board's actuary is used, which results in an appropriation increase of \$700,000 in FY12 with annual 4% increases thereafter.

- Debt Service and pay-as-you-go CIP that reflect the plan to get back to fully funding the CIP at 5.5% by FY12 (in FY11, it is set at 5.25%).

These assumptions create an escalating deficit position for FY12 and beyond, starting at \$4.1 million in FY12 and reaching \$11.3 million by FY15. It should be noted that these figures do not include the approximately \$1 million of Federal Stimulus (ARRA) monies currently built into the School Department budget that are due to expire in FY12.

The Long Range Financial Projection is detailed on the following pages:

**TOWN OF BROOKLINE  
FY2011 PROGRAM BUDGET**

**BUDGET MESSAGE**

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<b>REVENUE</b>					
<b>Property Taxes</b>	<b>157,961,458</b>	<b>163,264,343</b>	<b>169,685,135</b>	<b>175,316,691</b>	<b>181,754,416</b>
<b>Local Receipts</b>	<b>19,868,475</b>	<b>20,102,745</b>	<b>20,357,077</b>	<b>20,488,468</b>	<b>20,723,217</b>
Motor Vehicle Excise (MVE)	4,700,000	4,817,500	4,937,938	5,061,386	5,187,921
Local Option Taxes	1,550,000	1,567,000	1,584,340	1,602,027	1,620,067
Licenses & Permits	986,975	986,975	986,975	986,975	986,975
Parking / Court Fines	4,400,000	4,425,000	4,450,000	4,450,000	4,450,000
General Government	2,352,500	2,374,795	2,405,616	2,438,161	2,472,621
Interest Income	600,000	614,500	634,515	649,909	665,692
PILOT's	880,000	899,125	918,346	822,664	842,083
Refuse Fee	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000
Departmental & Other	1,799,000	1,817,850	1,839,348	1,877,346	1,897,859
<b>State Aid</b>	<b>15,644,111</b>	<b>14,406,437</b>	<b>13,765,928</b>	<b>13,765,928</b>	<b>13,765,928</b>
General Government Aid	4,894,253	4,404,828	4,404,828	4,404,828	4,404,828
School Aid	10,605,917	9,872,062	9,231,553	9,231,553	9,231,553
Tax Abatement Aid	41,905	37,715	37,715	37,715	37,715
Offset Aid	102,036	91,832	91,832	91,832	91,832
<b>Other Available Funds</b>	<b>4,804,023</b>	<b>4,927,467</b>	<b>5,028,074</b>	<b>5,125,453</b>	<b>5,277,414</b>
Parking Meter Receipts	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000
Walnut Hill Cemetery Fund	50,000	50,000	50,000	50,000	50,000
State Aid for Libraries	41,555	41,555	41,555	41,555	41,555
Reimb./Pynts from Enterprise Funds	1,861,683	1,973,905	2,060,408	2,142,606	2,278,515
Reimb. from Rec Revolving Fund	200,784	212,007	226,111	241,293	257,345
<b>Free Cash</b>	<b>4,590,079</b>	<b>3,750,000</b>	<b>3,750,000</b>	<b>3,750,000</b>	<b>3,750,000</b>
Capital Improvements/Other Spec Approp.	3,670,340	3,276,728	3,191,453	3,189,943	3,146,963
Operating Budget Reserve	464,239	473,272	487,257	500,712	516,156
Strategic Reserves	455,500	0	71,289	59,346	86,881
<b>TOTAL REVENUE</b>	<b>202,868,146</b>	<b>206,450,992</b>	<b>212,586,214</b>	<b>218,446,540</b>	<b>225,270,975</b>
<b>\$\$ Increase</b>	<b>(1,180,804)</b>	<b>3,582,846</b>	<b>6,135,222</b>	<b>5,860,327</b>	<b>6,824,435</b>
<b>% Increase</b>	<b>-0.6%</b>	<b>1.8%</b>	<b>3.0%</b>	<b>2.8%</b>	<b>3.1%</b>



**TOWN OF BROOKLINE  
FY2011 PROGRAM BUDGET**

**BUDGET MESSAGE**

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<b>EXPENDITURES</b>					
<b>Departmental</b>	<b>61,388,358</b>	<b>62,410,504</b>	<b>64,013,390</b>	<b>65,472,161</b>	<b>66,994,463</b>
Personnel	43,796,797	44,446,797	45,671,797	46,746,797	47,921,797
Services	7,809,165	8,000,295	8,195,140	8,393,793	8,553,851
Supplies	2,010,186	2,060,440	2,111,951	2,164,750	2,218,869
Other	436,963	447,887	459,084	470,561	482,325
Utilities	5,071,465	5,171,465	5,271,465	5,371,465	5,471,465
Capital	1,493,782	1,513,619	1,533,952	1,554,793	1,576,156
Intergovernmental	20,000	20,000	20,000	20,000	20,000
Personnel Services Reserve	750,000	750,000	750,000	750,000	750,000
<b>Coll. Barg. / Unfunded Liabilities- Town</b>	<b>475,000</b>	<b>950,000</b>	<b>950,000</b>	<b>950,000</b>	<b>950,000</b>
<b>Schools</b>	<b>71,237,765</b>	<b>73,797,765</b>	<b>76,847,765</b>	<b>79,897,765</b>	<b>82,897,765</b>
<b>Coll. Barg. / Unfunded Liabilities- School</b>	<b>710,000</b>	<b>1,200,000</b>	<b>1,200,000</b>	<b>1,200,000</b>	<b>1,200,000</b>
<b>Non-Departmental - Benefits</b>	<b>40,348,666</b>	<b>43,533,565</b>	<b>47,523,163</b>	<b>51,042,446</b>	<b>54,789,658</b>
Pensions	13,999,954	14,627,595	15,184,698	15,754,886	16,349,082
Group Health	21,227,416	23,751,080	26,832,844	29,368,172	32,111,584
Group Health Enrollment Allocation Reserve	400,000	0	0	0	0
Retiree Group Health Trust Fund (OPEB's)	887,295	1,162,741	1,444,672	1,738,274	2,032,556
EAP	28,000	28,000	33,000	33,000	33,000
Group Life	130,000	130,000	133,250	136,582	139,996
Disability Insurance	16,000	16,000	16,000	16,000	16,000
Workers' Compensation	1,350,000	1,383,750	1,418,344	1,453,802	1,490,147
Public Safety IOD Medical Expenses	325,000	325,000	325,000	325,000	325,000
Unemployment Compensation	400,000	400,000	300,000	250,000	200,000
Medical Disabilities	30,000	30,000	30,000	35,000	35,000
Medicare Coverage	1,555,000	1,679,400	1,805,355	1,931,730	2,057,292
<b>Non-Departmental - General</b>	<b>934,603</b>	<b>493,906</b>	<b>514,117</b>	<b>540,830</b>	<b>569,825</b>
Liability/Catastrophe Fund	455,500	0	4,675	15,084	21,968
General Insurance	290,000	304,500	319,725	335,711	352,497
Audit/Management Services	138,987	138,987	138,987	138,987	143,987
Misc.	50,116	50,419	50,729	51,047	51,374
<b>Non-Departmental - Debt Service</b>	<b>12,012,861</b>	<b>13,391,443</b>	<b>13,169,553</b>	<b>12,656,000</b>	<b>12,399,190</b>
General Fund	12,012,861	13,391,443	13,169,553	12,656,000	12,399,190
<b>Non-Departmental - Reserve Fund</b>	<b>1,856,956</b>	<b>1,893,088</b>	<b>1,936,652</b>	<b>1,990,470</b>	<b>2,052,247</b>
Tax Supported	1,392,717	1,419,816	1,452,489	1,492,852	1,539,185
Free Cash Supported	464,239	473,272	484,163	497,617	513,062
<b>Special Appropriations</b>	<b>6,572,000</b>	<b>5,377,252</b>	<b>5,780,345</b>	<b>6,088,893</b>	<b>6,679,464</b>
Tax Supported	2,113,691	1,292,856	1,691,324	2,003,039	2,594,724
2008 Override	787,969	807,668	827,860	848,556	869,770
Free Cash Supported	3,670,340	3,276,728	3,261,161	3,237,299	3,214,970
<b>Non-Appropriated</b>	<b>7,331,939</b>	<b>7,503,677</b>	<b>7,679,707</b>	<b>7,860,139</b>	<b>8,045,082</b>
State Assessments	5,554,903	5,685,391	5,819,140	5,956,234	6,096,754
Cherry Sheet Offsets	102,036	102,036	102,036	102,036	102,036
Overlay	1,650,000	1,691,250	1,733,531	1,776,870	1,821,291
Tax Titles - Deficits/Judgements	25,000	25,000	25,000	25,000	25,000
<b>TOTAL EXPENDITURES</b>	<b>202,868,146</b>	<b>210,551,200</b>	<b>219,614,693</b>	<b>227,698,704</b>	<b>236,577,694</b>
\$\$ Increase	(1,180,804)	7,683,054	9,063,493	8,084,011	8,878,990
% Increase	-0.6%	3.8%	4.3%	3.7%	3.9%

**TOWN OF BROOKLINE  
FY2011 PROGRAM BUDGET**

**BUDGET MESSAGE**

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<b>CUMULATIVE SURPLUS/(DEFICIT)</b>	<b>0</b>	<b>(4,100,208)</b>	<b>(7,028,479)</b>	<b>(9,252,164)</b>	<b>(11,306,719)</b>
<b>DEFICIT AS A % OF OP REV</b>	<b>-1.8%</b>	<b>-4.2%</b>	<b>-5.4%</b>	<b>-6.7%</b>	<b>-6.7%</b>
Surplus / (Deficit) Prior to Collective Bargaining	1,185,000	(1,950,208)	(4,878,479)	(7,102,164)	(9,156,719)
Town Share of Surplus / (Deficit)	475,000	(299,600)	(1,183,421)	(1,748,027)	(2,183,011)
Town Collective Bargaining	475,000	950,000	950,000	950,000	950,000
<b>Total Town Surplus / (Deficit)</b>	<b>0</b>	<b>(1,249,600)</b>	<b>(2,133,421)</b>	<b>(2,698,027)</b>	<b>(3,133,011)</b>
School Share of Surplus / (Deficit)	710,000	(1,650,609)	(3,695,059)	(5,354,137)	(6,973,708)
School Collective Bargaining	710,000	1,200,000	1,200,000	1,200,000	1,200,000
<b>Total School Surplus / (Deficit)</b>	<b>0</b>	<b>(2,850,609)</b>	<b>(4,895,059)</b>	<b>(6,554,137)</b>	<b>(8,173,708)</b>

## CONCLUSION

As this Message has attempted to portray, there are a number of noteworthy features of the FY11 Financial Plan that, when taken together, amount to a formidable measure of work by all the stakeholders in Brookline Town government – citizen leaders, town administration, unions, school parents, and the citizenry at large – to maintain essential services in the face of structural shortfalls and economic decline. Moving to the Group Insurance Commission; labor agreements in line with ability to pay; workforce planning and management; adherence to fiscal policies and many of the other efforts outlined above directly assisted with achieving a balanced and effective FY11 budget.

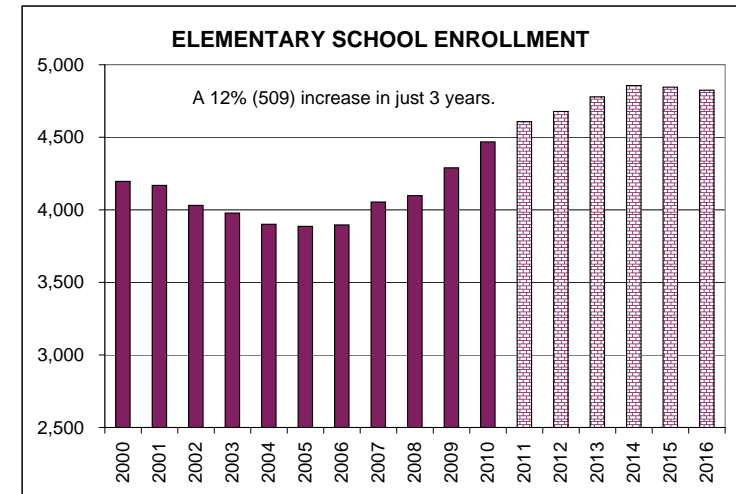
But no conversation about FY11 can take place without focus quickly moving to FY12 and beyond. While this Financial Plan involves a number of critically important measures that help lay the groundwork for a relatively stable FY12, several significant factors loom on the horizon that argue for even more emphasis on the future NOW! On the upside leading into 2012 are:

- A viable plan for an adequate funding schedule to address 2008 pension losses that must be in place by FY12.
- Bending the group health cost curve so that FY12 health insurance budgets should still be less than FY10 levels, although the '11 to '12 increase could be in the double-digit range.
- A respectable, but admittedly less than fully-funded, OPEBs plan, that according to the Finance Director, would in 30 years provide for more than 60% of the Town's unfunded obligations as calculated in last year's actuarial study.
- Preservation of reserves and fund balances during the worst of the recessionary period that do not have to be replenished, and can still serve as a safety net if there is an economic relapse.

- Fact based studies in place from the Efficiency Initiative Committee Report and subsequent spin-offs such as the Fire Technology Integration Assessment and Fire Operations Report.

However, there are looming conditions that can not be controlled this far in advance, but necessitate that anticipatory actions be taken immediately. Among the more worrisome are:

- The State's reliance on nearly \$2 billion in one-time sources to support its own FY11 budget, the preponderance of which will more than likely not be available in FY12.
- The combined impacts on the Brookline School budget of losing about \$1 million of its own one-time funding by FY12 while continuing to experience unprecedented enrollment growth.
- The expiration in the summer of 2011 of all town and school labor contracts along with the trigger in FY12 for a potential arbitration process in the GIC agreement with the Public Employee Committee.
- And, of course, the persistently uncertain look for the economy, particularly if inflationary pressures begin to emerge in wage and consumer costs.



Beyond the groundwork now being set in the FY11 budget for longer-term concerns, a number of other factors can emerge as assets in coping with future pressures. The Workforce Planning memo appended to the January 2009 EIC Report indicted at that time there were 35 employees still working who had already reached retirement maximums and another 57 who reach that level in the coming five years. This level of workforce turnover can be a significant factor in responding to pressures to downsize, particularly if attention to this outlook can become an area of concentrated focus throughout the organization.

Expansion of efforts to “Green” town operations can also have a mitigating effect on projected expenditure growth. While these potential operational savings in the form of reduced fuel and utility cost might require considerable upfront investment, the anecdotal evidence of payback is just too strong to leave unheeded – e.g. the 50% reduction in Town Hall electric power costs post-building renovation. Shifting from long-term energy contracts to more activist “portfolio management” should also be examined. In addition, energy efficiency efforts undertaken through both the CIP and the EECBG block grant program should be continued.

Continued emphasis on the utilization of technology for greater productivity should continue to yield budgetary benefits for the Town. This Financial Plan’s anticipation of expected staff savings related to technology, such as the library position elimination related to the implementation of RFID in FY09, is illustrative. As technology becomes more integrated with code enforcement and other municipal functions, potential for efficiencies will undoubtedly materialize.

Finally, longstanding Economic Development efforts, especially at 2 Brookline Place, will eventually begin to yield new growth in Town revenues. This potential for new revenue capacity should be managed so as to be made available at the point of most critical need in upcoming fiscal cycles. None of the initiatives noted above can individually make a decisive difference in resolving the on-going budgetary stress the Town is likely to encounter. On the other hand, meeting the challenges ahead has very little chance of success without efforts such as these.

Both Town government and the Brookline Public Schools will have to continue to examine options from fresh perspectives that can not be unnecessarily tied to the status quo. For the Town, further consideration should be given to additional private contracting and examination of Fire Department staffing levels. For the Schools, a renewed look at consolidating non-education functions with Town operations should be taken along with a frank assessment of core education functions such as class size.

Whatever the challenges ahead, the collaborative efforts of the past bode well for the future. Board of Selectmen expectations for the efficient delivery of quality services have been vitally important. The Board's constructive interactions with other Town leadership such as the School Committee and Advisory Committee on behalf of Town Meeting should only be reinforced. The on-going professional efforts of all Town Department heads should continue to be encouraged. Their leadership is indispensable for success.

And finally, a note of special appreciation for the efforts of the Selectmen's Office staff, especially Deputy Town Administrator Sean Cronin and Assistant Town Administrator Melissa Goff, whose craftsmanship once again brought to the Town the GFOA Recognition for Excellence in Budget Presentation for the fifth consecutive year. Particularly indispensable has been the work of Deputy Town Administrator Cronin to implement recommendations of the Efficiency Initiative Committee along with seeking other opportunities for productivity enhancements. Advances in reforms, revenues, and reductions require hard work year round, not just during the period of annual budget preparation. His endeavors and those of the entire Town Administration clearly demonstrate that unwavering focus and unrelenting actions can make a genuine difference in the well-being of this Town historically known for its commitment to excellence.

Respectfully,



Richard J. Kelliher  
Town Administrator

**TOWN OF BROOKLINE  
FY2011 PROGRAM BUDGET**

**BUDGET MESSAGE**

**NOTE: THERE ARE NUMEROUS SUMMARY TABLES IN SECTION II OF THIS FINANCIAL PLAN. PLEASE REVIEW THOSE FOR MORE DETAILED INFORMATION.**

**FY2011 FINANCIAL PLAN SUMMARY**

	FY2010	FY2011	INCREASE/DECREASE	
			\$	%
<b>REVENUE</b>				
General Fund Revenue	204,048,949	202,868,146	(1,180,804)	-0.58%
Water and Sewer Enterprise Fund	23,953,371	24,498,222	544,852	2.27%
(less Water & Sewer Overhead included in General Fund Revenue)	(2,046,265)	(1,680,462)	365,803	-17.88%
Golf Enterprise Fund	1,266,201	1,251,200	(15,001)	-1.18%
(less Golf Overhead included in General Fund Revenue)	(186,349)	(181,222)	5,128	-2.75%
Recreation Revolving Fund	1,661,795	1,797,000	135,205	8.1%
(less Rec. Revolving Fund Overhead included in General Fund Revenue)	(210,870)	(200,784)	10,086	-4.8%
<b>TOTAL REVENUE</b>	<b>228,486,831</b>	<b>228,352,100</b>	<b>(134,732)</b>	<b>-0.1%</b>
<b>APPROPRIATIONS</b>				
General Fund Operating Budget	187,490,396	188,964,206	1,473,810	0.8%
Non-Appropriated Budget *	7,297,982	7,331,939	33,957	0.5%
<u>Revenue-Financed CIP Budget / Other Special Appropriations</u>	<u>9,260,572</u>	<u>6,572,000</u>	<u>(2,688,572)</u>	<u>-29.0%</u>
General Fund Total	204,048,950	202,868,145	(1,180,805)	-0.6%
Water and Sewer Enterprise Fund	23,953,371	24,498,222	544,852	2.27%
(less Water & Sewer Overhead included in General Fund Revenue)	(2,046,265)	(1,680,462)	365,803	-17.88%
Golf Enterprise Fund	1,266,201	1,251,200	(15,001)	-1.18%
(less Golf Overhead included in General Fund Revenue)	(186,349)	(181,222)	5,128	-2.75%
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(less Rec. Revolving Fund Overhead included in General Fund Revenue)	(210,870)	(200,784)	10,086	-4.8%
<b>TOTAL APPROPRIATIONS</b>	<b>228,486,831</b>	<b>228,352,100</b>	<b>(134,731)</b>	<b>-0.1%</b>
<b>BALANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	

\* State and County Charges/Offsets, Overlay, Deficits/Judgments.

**TOWN OF BROOKLINE  
FY2011 PROGRAM BUDGET**

**BUDGET MESSAGE**

**NOTE: THERE ARE NUMEROUS SUMMARY TABLES IN SECTION II OF THIS FINANCIAL PLAN. PLEASE REVIEW THOSE FOR MORE DETAILED INFORMATION.**

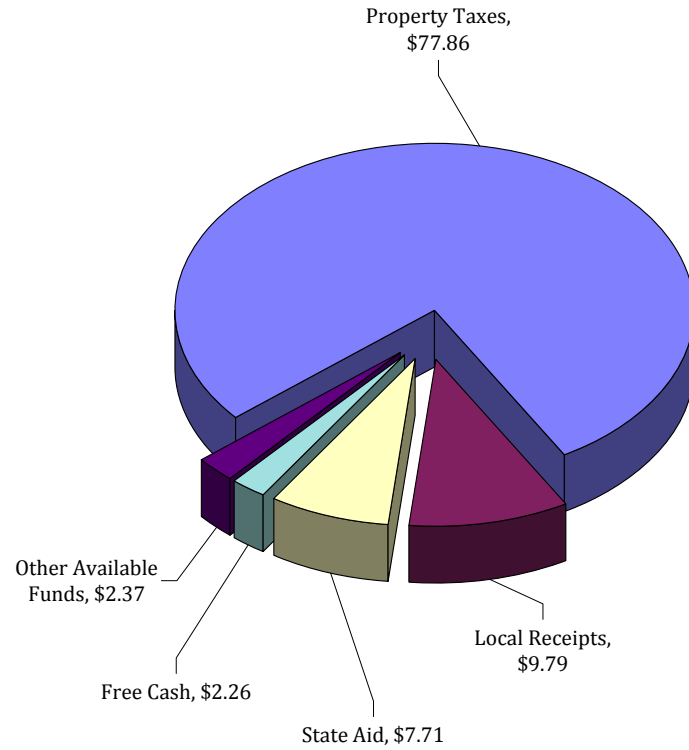
**FY2011 GENERAL FUND SUMMARY**

	FY2007 ACT.	FY2008 ACT.	FY2009 ACT.	FY2010 BGT.	FY2011 BGT.	INCREASE/DECREASE	
						\$	%
<b>REVENUE</b>							
Property Tax	128,871,387	133,849,950	146,542,184	152,681,998	157,961,458	5,279,460	3.5%
Local Receipts	23,281,093	24,524,074	22,455,149	20,357,125	19,868,475	(488,650)	-2.4%
State Aid	18,023,846	18,946,277	17,962,793	16,536,492	15,644,111	(892,381)	-5.4%
Free Cash	5,387,435	3,814,792	5,954,963	7,053,295	4,590,079	(2,463,216)	-34.9%
Other Available Funds	8,948,053	8,603,612	5,986,333	7,420,040	4,804,023	(2,616,017)	-35.3%
<b>TOTAL REVENUE</b>	<b>184,511,814</b>	<b>189,738,706</b>	<b>198,901,422</b>	<b>204,048,949</b>	<b>202,868,146</b>	<b>(1,180,804)</b>	<b>-0.6%</b>
<b>(LESS) NON-APPROPRIATED EXPENSES</b>							
State & County Charges	5,375,086	5,410,405	5,493,891	5,550,741	5,554,903	4,162	0.1%
Tax Abatement Overlay	1,451,262	1,858,148	1,535,026	1,619,162	1,650,000	30,838	1.9%
Deficits & Judgments	0	0	0	25,000	25,000	0	0.0%
Cherry Sheet Offsets	117,738	120,749	122,866	103,079	102,036	(1,043)	-1.0%
<b>TOTAL NON-APPROPRIATED EXPENSES</b>	<b>6,944,086</b>	<b>7,389,302</b>	<b>7,151,783</b>	<b>7,297,982</b>	<b>7,331,939</b>	<b>33,957</b>	<b>0.5%</b>
<b>AMOUNT AVAILABLE FOR APPROPRIATION</b>				<b>196,750,968</b>	<b>195,536,206</b>	<b>(1,214,763)</b>	<b>-0.6%</b>
<b>APPROPRIATIONS</b>							
Town Departments	57,545,709	59,352,831	62,287,183	61,277,427	61,863,357	585,930	1.0%
School Department	60,671,696	62,924,864	68,000,450	68,823,845	71,947,765	3,123,920	4.5%
Non-Departmental Total	47,431,058	49,058,075	49,100,298	57,389,123	55,153,085	(2,236,038)	-3.9%
General Fund Non-Departmental	42,077,599	43,985,056	46,845,520	54,945,639	53,090,618	(1,855,022)	-3.4%
Water and Sewer Enterprise Fund Overhead *	4,836,456	4,513,660	1,877,687	2,046,265	1,680,462	(365,803)	-17.9%
Golf Enterprise Fund Overhead *	371,402	373,004	179,064	186,349	181,222	(5,128)	-2.8%
Recreation Revolving Fund Overhead *	145,601	186,355	198,027	210,870	200,784	(10,086)	-4.8%
<b>OPERATING BUDGET SUBTOTAL</b>	<b>165,648,463</b>	<b>171,335,770</b>	<b>179,387,931</b>	<b>187,490,396</b>	<b>188,964,206</b>	<b>1,473,811</b>	<b>0.8%</b>
Revenue-Financed Special Appropriations	7,874,562	5,928,000	8,575,748	9,260,572	6,572,000	(2,688,572)	-29.0%
<b>TOTAL APPROPRIATIONS</b>	<b>173,523,025</b>	<b>177,263,770</b>	<b>187,963,679</b>	<b>196,750,968</b>	<b>195,536,206</b>	<b>(1,214,760)</b>	<b>-0.6%</b>
<b>BALANCE</b>				<b>0</b>	<b>0</b>	<b>0</b>	

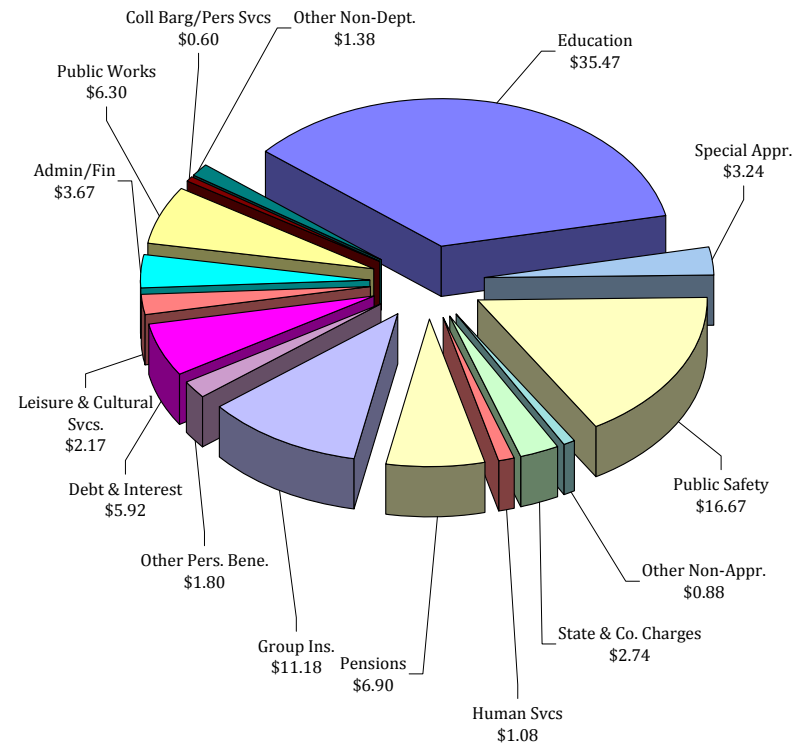
\* These Overhead figures match the Water and Sewer Enterprise Fund Reimbursement, Golf Enterprise Fund Reimbursement, and Recreation Revolving Fund Reimbursement revenue sources found under the "Other Available Funds" revenue category.

**FY2011 GENERAL FUND TOTAL BUDGET  
\$202,868,146**

**How Each \$100 Will Be Received**

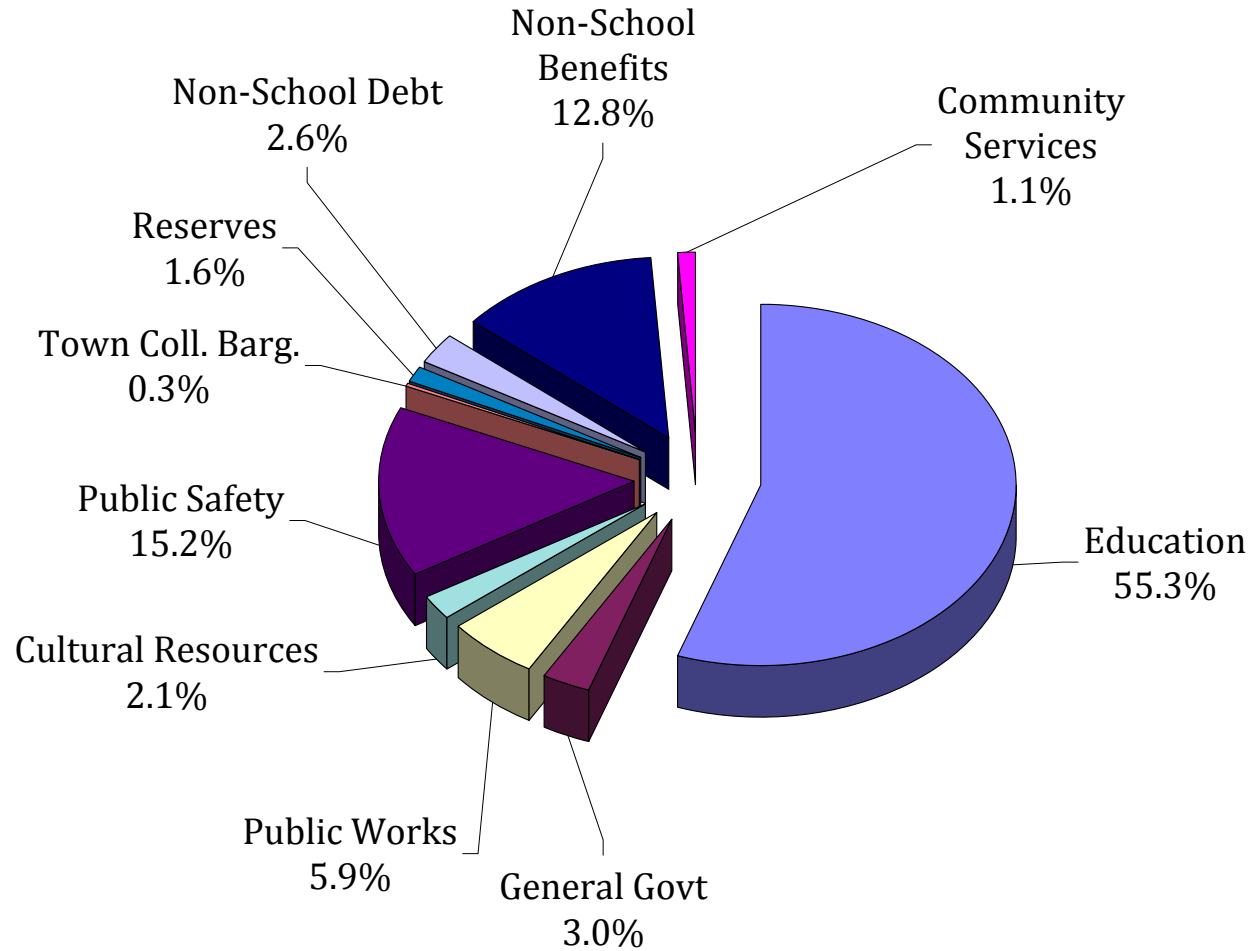


**How Each \$100 Will Be Appropriated**



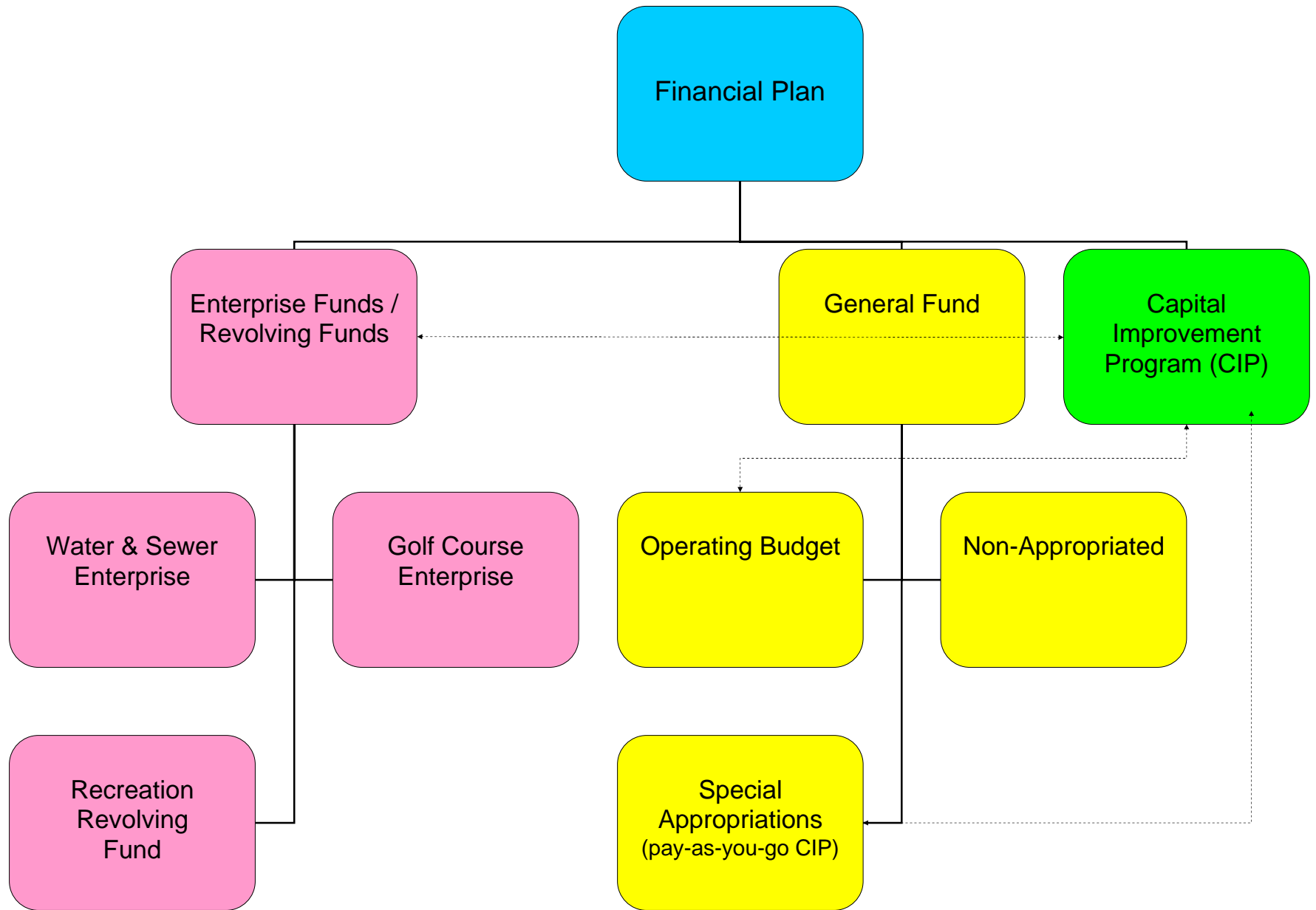
FY2011 GENERAL FUND OPERATING BUDGET  
\$188,964,206

FULLY ALLOCATED FY2011 GENERAL FUND OPERATING BUDGET



This chart reflects the allocation of all education-related appropriations (some of which are not appropriated in the school budget, such as building maintenance and energy) as reported annually to the State Department of Education (DOE).





**TOWN OF BROOKLINE  
FY2011 PROGRAM BUDGET**

**BUDGET SUMMARIES: Total Financial Plan**

**FY2011 FINANCIAL SUMMARY BY FUND**

	General Fund *	Water & Sewer Enterprise Fund	Golf Enterprise Fund	Recreation Revolving Fund	Parking Meter Fund	Cemetery Trust	State Library Aid	TOTAL	% of Total
<b>REVENUES</b>									
Property Taxes	157,961,458							157,961,458	69.2%
Local Receipts	19,868,475							19,868,475	8.7%
State Aid	15,644,111							15,644,111	6.9%
Parking Meter Receipts					2,650,000			2,650,000	1.2%
Walnut Hill Cemetery Fund						50,000		50,000	0.0%
State Aid for Libraries							41,555	41,555	0.0%
Golf Receipts			1,251,200					1,251,200	0.5%
Recreation Program Revenue				1,797,000				1,797,000	0.8%
Water and Sewer Receipts		24,498,222						24,498,222	10.7%
Tax Abatement Reserve Surplus								0	0.0%
Capital Project Surplus								0	0.0%
Free Cash	4,590,079							4,590,079	2.0%
<b>TOTAL FINANCIAL PLAN REVENUE</b>	<b>198,064,123</b>	<b>24,498,222</b>	<b>1,251,200</b>	<b>1,797,000</b>	<b>2,650,000</b>	<b>50,000</b>	<b>41,555</b>	<b>228,352,100</b>	
<b>EXPENDITURES **</b>									
General Government	7,454,927							7,454,927	3.3%
Public Safety	32,485,858				1,325,000			33,810,858	14.8%
Public Works	11,397,571	20,279,449			1,325,000	50,000		33,052,020	14.5%
Library	3,427,672						41,555	3,469,227	1.5%
Health & Human Services	2,192,241							2,192,241	1.0%
Recreation	938,533		885,843	1,596,216				3,420,592	1.5%
Schools	71,947,765							71,947,765	31.5%
Personal Services Reserve	750,000							750,000	0.3%
Collective Bargaining (Town)	475,000							475,000	0.2%
Personnel Benefits **	38,379,134	1,680,462	92,354	196,716				40,348,666	17.7%
Non-Departmental **	2,698,621		88,869	4,068				2,791,559	1.2%
Debt Service **	12,012,861	2,538,312	184,134					14,735,306	6.5%
Special Appropriations (Revenue-Financed CIP)	6,572,000							6,572,000	2.9%
Non-Appropriated	7,331,939							7,331,939	3.2%
<b>TOTAL FINANCIAL PLAN EXPENDITURES</b>	<b>198,064,123</b>	<b>24,498,222</b>	<b>1,251,200</b>	<b>1,797,000</b>	<b>2,650,000</b>	<b>50,000</b>	<b>41,555</b>	<b>228,352,100</b>	
<b>% OF TOTAL FINANCIAL PLAN</b>	<b>86.7%</b>	<b>10.7%</b>	<b>0.5%</b>	<b>0.8%</b>	<b>1.2%</b>	<b>0.0%</b>	<b>0.0%</b>		

\* Includes revenue from Property Taxes, Local Receipts, State Aid, and Free Cash.

\*\* For purposes of this analysis, the reimbursements from the enterprise funds and revolving fund are deducted from the General Fund and re-allocated within that particular fund.  
Accounts with an \*\* had amounts deducted from them in the General Fund.

**FY2011 FINANCIAL PLAN BY CATEGORY OF EXPENDITURE \***

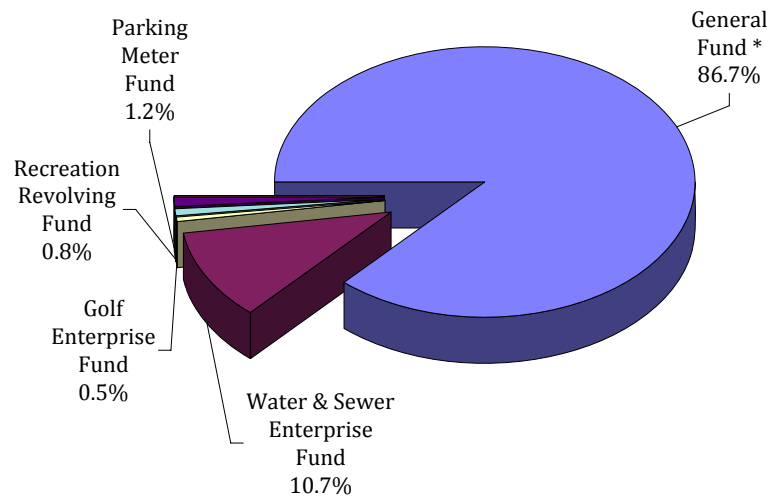
	<b>General Fund **</b>	<b>Water &amp; Sewer Enterprise Fund</b>	<b>Golf Course Enterprise Fund</b>	<b>Recreation Revolving Fund</b>	<b>TOTAL</b>	<b>% OF TOTAL</b>
Personnel	104,668,620	2,245,488	431,548	1,179,146	108,524,803	47.5%
Services	16,673,239	309,381	167,242	188,206	17,338,068	7.6%
Supplies	3,787,891	118,815	132,975	135,169	4,174,850	1.8%
Other ***	1,991,537	6,400	92,969	45,203	2,136,110	0.9%
Utilities	5,081,941	162,998	49,398	28,689	5,323,027	2.3%
Capital Outlay	1,959,058	140,300	85,580	23,870	2,208,808	1.0%
Inter-Governmental	20,000	17,053,510			17,073,510	7.5%
Benefits ***	38,379,134	1,680,462	92,354	196,716	40,348,666	17.7%
Reserves	2,327,456	242,557	15,000		2,585,013	1.1%
Debt Service	12,012,861	2,538,312	184,134		14,735,306	6.5%
Rev.-Fin. CIP	6,572,000				6,572,000	2.9%
Non-Appropriated	7,331,939				7,331,939	3.2%
<b>TOTAL FINANCIAL PLAN</b>	<b>200,805,676</b>	<b>24,498,222</b>	<b>1,251,200</b>	<b>1,797,000</b>	<b>228,352,100</b>	

\* Includes an estimate of the breakout of the School Department's appropriation.

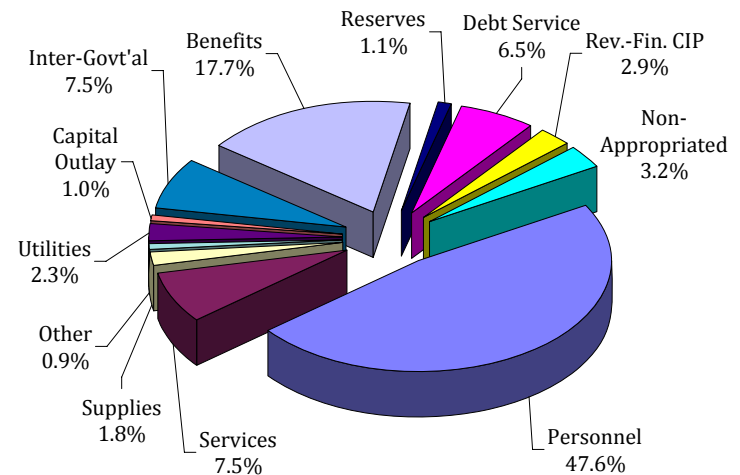
\*\* For purposes of this analysis, the General Fund includes the funds transferred from the Parking Meter Fund, Cemetery Trust, and State Library Aid Fund.

\*\*\* For purposes of this analysis, the reimbursements from the enterprise funds and revolving fund are deducted from the General Fund and re-allocated within that particular fund. Accounts with an \*\*\* had amounts deducted from them in the General Fund.

**FY2011 FINANCIAL PLAN BY FUND**



**FY2011 FINANCIAL PLAN BY CATEGORY**



**TOWN OF BROOKLINE  
FY2011 PROGRAM BUDGET**

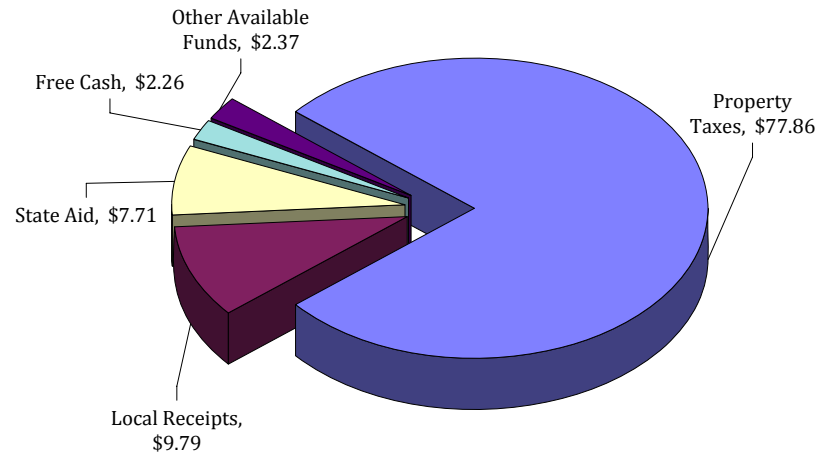
**BUDGET SUMMARIES: General Fund Budget**

**FY2011 RECOMMENDED GENERAL FUND BUDGET SUMMARY**

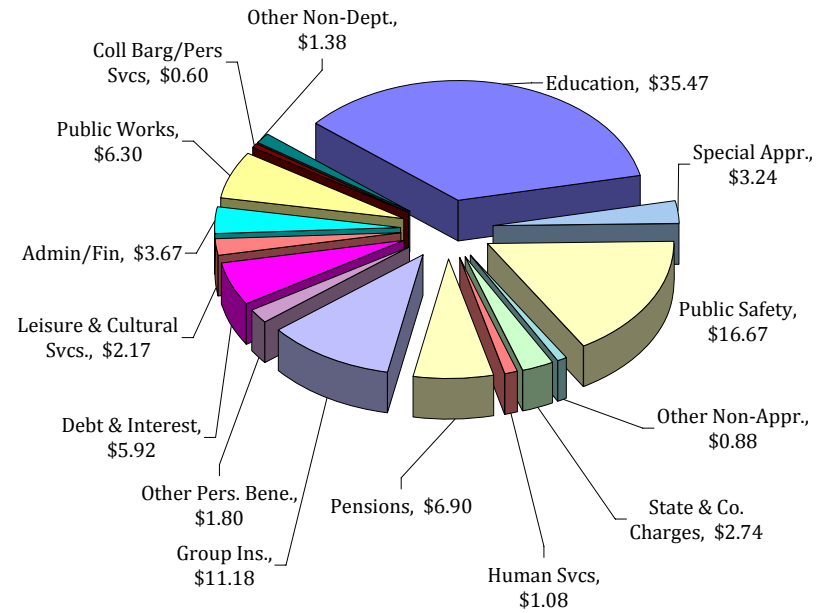
	FY2007 ACTUAL	FY2008 ACTUAL	FY2009 ACTUAL	FY2010 BUDGET	FY2011 BUDGET	INCREASE/DECREASE	
						\$	%
<b>REVENUE</b>							
Property Tax	128,871,387	133,849,950	146,542,184	152,681,998	157,961,458	5,279,460	3.5%
Local Receipts	23,281,093	24,524,074	22,455,149	20,357,125	19,868,475	(488,650)	-2.4%
State Aid	18,023,846	18,946,277	17,962,793	16,536,492	15,644,111	(892,381)	-5.4%
Free Cash	5,387,435	3,814,792	5,954,963	7,053,295	4,590,079	(2,463,216)	-34.9%
Other Available Funds	8,948,053	8,603,612	5,986,333	7,420,040	4,804,023	(2,616,017)	-35.3%
<b>TOTAL REVENUE</b>	<b>184,511,814</b>	<b>189,738,706</b>	<b>198,901,422</b>	<b>204,048,949</b>	<b>202,868,146</b>	<b>(1,180,804)</b>	<b>-0.6%</b>
<b>(LESS) NON-APPROPRIATED EXPENSES</b>							
State & County Charges	5,375,086	5,410,405	5,493,891	5,550,741	5,554,903	4,162	0.1%
Tax Abatement Overlay	1,451,262	1,858,148	1,535,026	1,619,162	1,650,000	30,838	1.9%
Deficits & Judgments	0	0	0	25,000	25,000	0	0.0%
Cherry Sheet Offsets	117,738	120,749	122,866	103,079	102,036	(1,043)	-1.0%
<b>TOTAL NON-APPROPRIATED EXPENSES</b>	<b>6,944,086</b>	<b>7,389,302</b>	<b>7,151,783</b>	<b>7,297,982</b>	<b>7,331,939</b>	<b>33,957</b>	<b>0.5%</b>
<b>AMOUNT AVAILABLE FOR APPROPRIATION</b>				<b>196,750,968</b>	<b>195,536,206</b>	<b>(1,214,763)</b>	<b>-0.6%</b>
<b>APPROPRIATIONS</b>							
Town Departments	57,545,709	59,352,831	62,287,183	61,277,427	61,863,357	585,930	1.0%
School Department	60,671,696	62,924,864	68,000,450	68,823,845	71,947,765	3,123,920	4.5%
Non-Departmental Total	47,431,058	49,058,075	49,100,298	57,389,123	55,153,085	(2,236,038)	-3.9%
General Fund Non-Departmental	42,077,599	43,985,056	46,845,520	54,945,639	53,090,618	(1,855,022)	-3.4%
Water and Sewer Enterprise Fund Overhead *	4,836,456	4,513,660	1,877,687	2,046,265	1,680,462	(365,803)	-17.9%
Golf Enterprise Fund Overhead *	371,402	373,004	179,064	186,349	181,222	(5,128)	-2.8%
Recreation Revolving Fund Overhead *	145,601	186,355	198,027	210,870	200,784	(10,086)	-4.8%
<b>OPERATING BUDGET SUBTOTAL</b>	<b>165,648,463</b>	<b>171,335,770</b>	<b>179,387,931</b>	<b>187,490,396</b>	<b>188,964,206</b>	<b>1,473,811</b>	<b>0.8%</b>
Revenue-Financed Special Appropriations	7,874,562	5,928,000	8,575,748	9,260,572	6,572,000	(2,688,572)	-29.0%
<b>TOTAL APPROPRIATIONS</b>	<b>173,523,025</b>	<b>177,263,770</b>	<b>187,963,679</b>	<b>196,750,968</b>	<b>195,536,206</b>	<b>(1,214,762)</b>	<b>-0.6%</b>
<b>BALANCE</b>				<b>0</b>	<b>0</b>	<b>0</b>	

\* These Overhead figures match the Water and Sewer Enterprise Fund Reimbursement, Golf Enterprise Fund Reimbursement, and Recreation Revolving Fund Reimbursement revenue sources found under the "Other Available Funds" revenue category.

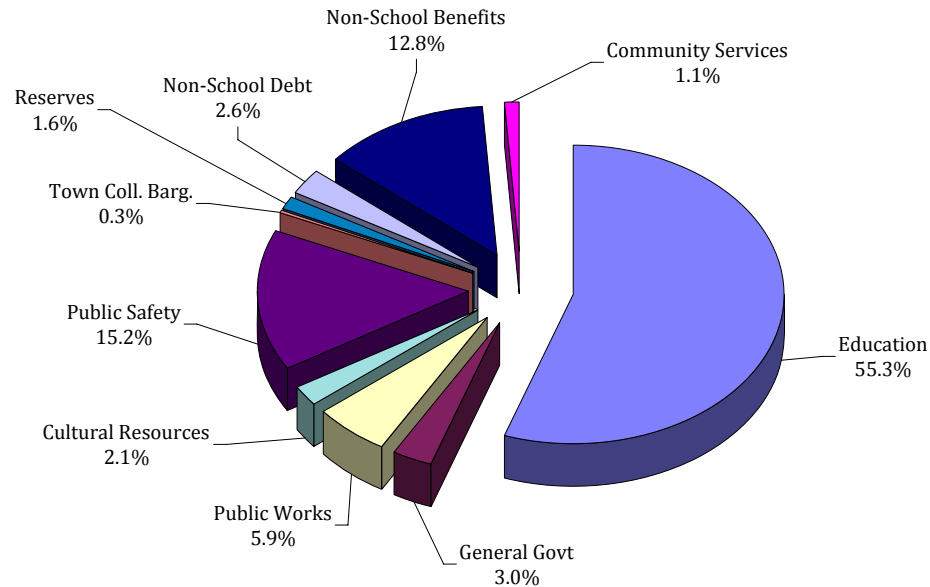
**How Each \$100 Will Be Received**



**How Each \$100 Will Be Appropriated**



**FULLY ALLOCATED FY2011 GENERAL FUND OPERATING BUDGET**



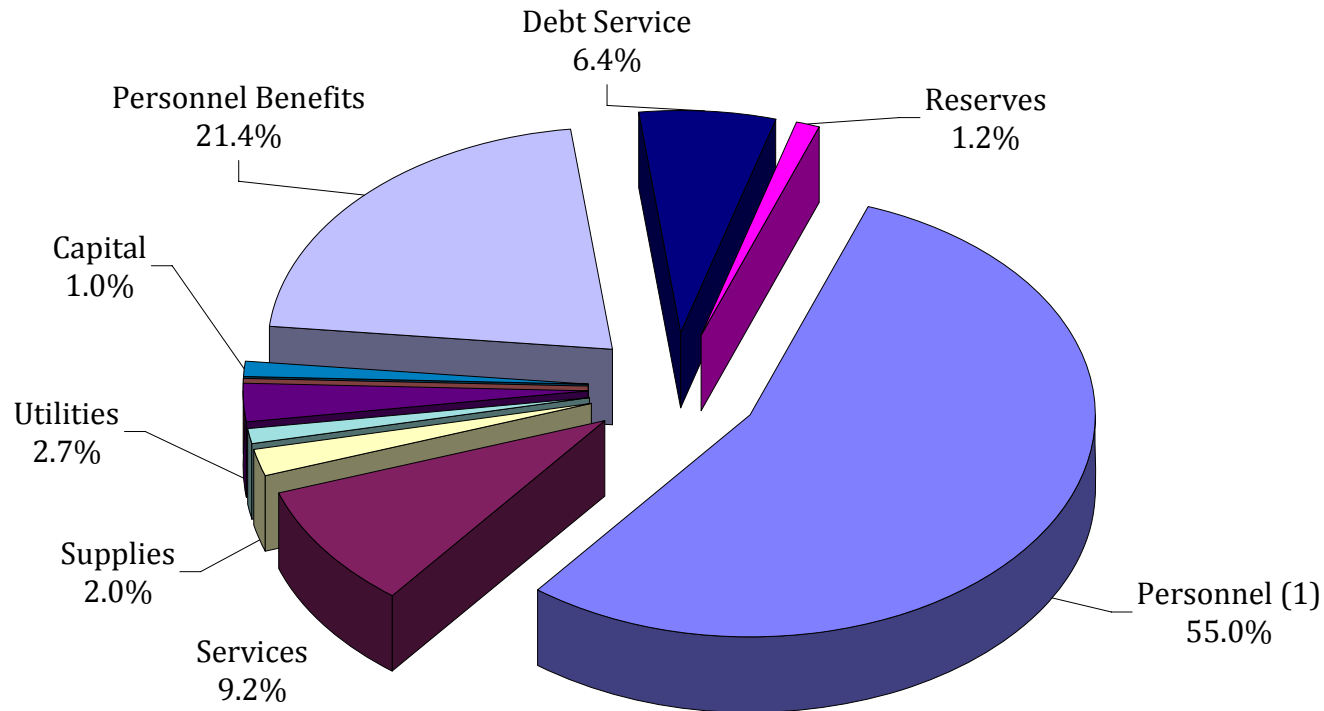
**FY2011 RECOMMENDED OPERATING BUDGET SUMMARY - TOTALS BY EXPENDITURE CLASSIFICATION**

<b>CLASS OF EXPENDITURE</b>	<b>FY2007 ACTUAL</b>	<b>FY2008 ACTUAL</b>	<b>FY2009 ACTUAL</b>	<b>FY2010 BUDGET</b>	<b>FY2011 BUDGET</b>	<b>INCREASE/ DECREASE</b>	<b>% INCREASE/ DECREASE</b>
Personnel (1)	94,283,183	97,973,033	104,341,897	101,752,954	103,935,454	2,182,500	2.1%
Services	14,328,969	13,751,723	14,558,283	16,151,977	17,440,468	1,288,491	8.0%
Supplies	3,166,681	3,704,787	4,186,882	3,602,555	3,755,145	152,590	4.2%
Other	482,625	527,604	444,443	2,020,641	2,096,225	75,584	3.7%
Utilities	4,547,667	4,756,101	4,983,080	5,179,952	5,071,465	(108,488)	-2.1%
Intergovernmental	0	20,000	20,000	20,000	20,000	0	0.0%
Capital Outlay	1,910,869	1,949,838	2,148,701	1,833,199	1,956,469	123,270	6.7%
Personnel Benefits	32,289,078	34,564,193	36,103,405	41,064,320	40,348,666	(715,654)	-1.7%
Debt Service	14,376,306	13,824,443	12,289,860	12,572,215	12,012,861	(559,354)	-4.4%
Reserves	263,083	266,435	311,381	3,292,583	2,327,456	(965,128)	-29.3%
<b>TOTAL OPERATING BUDGET</b>	<b>165,648,463</b>	<b>171,335,770</b>	<b>179,387,931</b>	<b>187,490,396</b>	<b>188,964,206</b>	<b>1,473,811</b>	<b>0.8%</b>

(1) Includes the Personnel Services Reserve and the Collective Bargaining Reserve.

Note: The FY10 and FY11 allocations are estimates, as the School budget is voted as a single appropriation by Town Meeting.

**FY11 OPERATING BUDGET BY CLASS OF EXPENDITURE**



**TOWN OF BROOKLINE  
FY2011 PROGRAM BUDGET**

**BUDGET SUMMARIES: Operating Budget**

**FY2011 RECOMMENDED OPERATING BUDGET SUMMARY**

SERVICE PROGRAMS	FY2007 ACTUAL	FY2008 ACTUAL	FY2009 ACTUAL	FY2010 BUDGET	FY2011 BUDGET	INCREASE/ DECREASE	% INCREASE/ DECREASE
<b>ADMINISTRATION AND FINANCE</b>							
<b>Selectmen</b>	<b>583,148</b>	<b>622,009</b>	<b>635,977</b>	<b>600,160</b>	<b>603,603</b>	<b>3,442</b>	<b>0.6%</b>
Personnel	564,293	598,832	619,398	578,497	581,940	3,442	0.6%
Services	5,259	5,892	4,791	7,463	7,463	0	0.0%
Supplies	4,490	3,013	5,678	4,500	4,500	0	0.0%
Other	2,595	10,017	3,217	6,400	6,400	0	0.0%
Capital	6,511	4,256	2,894	3,300	3,300	0	0.0%
<b>Human Resources Department</b>	<b>400,705</b>	<b>478,335</b>	<b>457,626</b>	<b>512,008</b>	<b>500,174</b>	<b>(11,834)</b>	<b>-2.3%</b>
Personnel	218,663	249,428	253,250	256,646	260,172	3,526	1.4%
Services	170,861	216,153	193,747	228,587	213,227	(15,360)	-6.7%
Supplies	8,177	9,500	7,389	8,500	8,500	0	0.0%
Other	486	934	866	15,900	15,900	0	0.0%
Capital	2,518	2,320	2,374	2,375	2,375	0	0.0%
<b>Information Technology Department</b>	<b>1,411,216</b>	<b>1,362,103</b>	<b>1,386,089</b>	<b>1,412,632</b>	<b>1,392,304</b>	<b>(20,328)</b>	<b>-1.4%</b>
Personnel	838,259	812,963	806,142	856,546	872,366	15,820	1.8%
Services	504,169	495,500	506,964	490,432	454,284	(36,148)	-7.4%
Supplies	32,248	12,810	33,271	22,336	22,336	0	0.0%
Other	2,543	2,441	2,239	27,550	27,550	0	0.0%
Capital	33,997	38,389	37,474	15,769	15,769	0	0.0%
<b>Finance Department</b>	<b>2,923,699</b>	<b>2,934,091</b>	<b>3,368,994</b>	<b>2,957,457</b>	<b>2,929,901</b>	<b>(27,556)</b>	<b>-0.9%</b>
Personnel	1,844,509	1,832,046	1,915,126	1,894,595	1,908,687	14,091	0.7%
Services	1,009,008	1,030,786	1,086,850	988,839	947,381	(41,458)	-4.2%
Supplies	39,430	38,106	36,384	39,502	38,752	(750)	-1.9%
Other	11,948	12,334	13,345	17,783	17,783	0	0.0%
Utilities	1,681	1,633	2,394	1,011	1,571	560	55.4%
Capital	17,123	19,185	314,895	15,727	15,727	0	0.0%
<b>Legal Services</b>	<b>690,527</b>	<b>772,840</b>	<b>749,476</b>	<b>748,648</b>	<b>756,296</b>	<b>7,648</b>	<b>1.0%</b>
Personnel	468,382	488,300	524,893	511,541	519,564	8,023	1.6%
Services	109,501	135,484	98,787	126,442	126,067	(375)	-0.3%
Supplies	1,323	1,976	2,602	2,200	2,200	0	0.0%
Other	107,923	143,229	120,133	104,700	104,700	0	0.0%
Capital	3,398	3,851	3,061	3,765	3,765	0	0.0%
<b>Advisory Committee</b>	<b>18,507</b>	<b>21,940</b>	<b>17,938</b>	<b>19,615</b>	<b>19,783</b>	<b>168</b>	<b>0.9%</b>
Personnel	17,383	20,604	15,830	17,247	17,415	168	1.0%
Services	72	91	36	36	36	0	0.0%
Supplies	284	443	1,260	1,275	1,275	0	0.0%
Other	310	318	326	570	570	0	0.0%
Capital	458	484	487	487	487	0	0.0%
<b>Town Clerk</b>	<b>551,363</b>	<b>526,641</b>	<b>604,410</b>	<b>481,257</b>	<b>600,183</b>	<b>118,926</b>	<b>24.7%</b>
Personnel	481,977	452,270	525,877	400,137	506,861	106,724	26.7%
Services	53,627	59,053	60,426	67,270	74,173	6,903	10.3%
Supplies	11,062	9,499	15,047	9,000	13,750	4,750	52.8%
Other	1,547	1,383	987	1,600	1,400	(200)	-12.5%
Capital	3,151	4,436	2,073	3,251	4,000	749	23.0%
<b>Dept. of Planning and Cmtv. Development</b>	<b>663,107</b>	<b>644,375</b>	<b>593,156</b>	<b>628,455</b>	<b>652,683</b>	<b>24,229</b>	<b>3.9%</b>
Personnel	627,473	597,641	548,458	590,168	614,396	24,229	4.1%
Services	15,249	18,771	22,281	16,817	16,817	0	0.0%
Supplies	10,096	16,327	12,959	9,432	9,432	0	0.0%
Other	3,950	3,468	2,583	4,513	4,513	0	0.0%
Capital	6,339	8,168	6,875	7,525	7,525	0	0.0%

**TOWN OF BROOKLINE  
FY2011 PROGRAM BUDGET**

**BUDGET SUMMARIES: Operating Budget**

**FY2011 RECOMMENDED OPERATING BUDGET SUMMARY**

SERVICE PROGRAMS	FY2007 ACTUAL	FY2008 ACTUAL	FY2009 ACTUAL	FY2010 BUDGET	FY2011 BUDGET	INCREASE/ DECREASE	% INCREASE/ DECREASE
<b><u>ADMINISTRATION AND FINANCE TOTAL</u></b>	<u>7,242,273</u>	<u>7,362,333</u>	<u>7,813,667</u>	<u>7,360,233</u>	<u>7,454,927</u>	<u>94,694</u>	<u>1.3%</u>
Personnel	5,060,939	5,052,085	5,208,974	5,105,377	5,281,400	176,023	3.4%
Services	1,867,746	1,961,729	1,973,882	1,925,885	1,839,448	(86,438)	-4.5%
Supplies	107,110	91,674	114,589	96,745	100,745	4,000	4.1%
Other	131,302	174,124	143,695	179,016	178,816	(200)	-0.1%
Utilities	1,681	1,633	2,394	1,011	1,571	560	55.4%
Capital	73,496	81,088	370,133	52,198	52,947	749	1.4%
<b><u>PUBLIC SAFETY</u></b>							
<b><u>Police Department</u></b>	<b><u>13,708,009</u></b>	<b><u>13,636,808</u></b>	<b><u>14,680,249</u></b>	<b><u>14,397,219</u></b>	<b><u>14,695,688</u></b>	<b><u>298,469</u></b>	<b><u>2.1%</u></b>
Personnel	12,363,389	12,279,904	13,188,097	13,099,444	13,265,255	165,811	1.3%
Services	316,806	392,940	393,767	334,845	342,895	8,050	2.4%
Supplies	205,659	230,460	192,598	224,103	210,060	(14,043)	-6.3%
Other	7,254	14,491	5,453	53,000	59,500	6,500	12.3%
Utilities	355,608	321,589	453,912	324,357	365,700	41,343	12.7%
Capital	459,292	397,423	446,423	361,470	452,278	90,808	25.1%
<b><u>Fire Department</u></b>	<b><u>11,719,128</u></b>	<b><u>12,125,596</u></b>	<b><u>12,280,892</u></b>	<b><u>12,129,414</u></b>	<b><u>12,265,426</u></b>	<b><u>136,013</u></b>	<b><u>1.1%</u></b>
Personnel	11,221,537	11,614,097	11,664,784	11,532,376	11,610,661	78,286	0.7%
Services	100,764	105,652	131,739	95,284	121,925	26,641	28.0%
Supplies	86,544	103,233	121,407	119,500	132,500	13,000	10.9%
Other	5,579	5,529	5,732	25,125	25,125	0	0.0%
Utilities	227,977	227,709	268,925	230,486	241,048	10,562	4.6%
Capital	76,727	69,378	88,305	126,643	134,167	7,524	5.9%
<b><u>Building Department</u></b>	<b><u>6,059,407</u></b>	<b><u>6,542,701</u></b>	<b><u>6,965,035</u></b>	<b><u>6,986,849</u></b>	<b><u>6,849,744</u></b>	<b><u>(137,105)</u></b>	<b><u>-2.0%</u></b>
Personnel	1,787,456	1,874,770	1,959,974	1,915,738	1,921,958	6,220	0.3%
Services	1,466,428	1,824,289	2,053,754	1,851,968	1,863,993	12,025	0.6%
Supplies	241,302	249,392	351,542	127,770	123,770	(4,000)	-3.1%
Other	1,073	1,515	1,255	5,800	5,800	0	0.0%
Utilities	2,459,030	2,537,134	2,545,873	3,056,685	2,878,735	(177,950)	-5.8%
Capital	104,118	55,601	52,637	28,887	55,487	26,600	92.1%
<b><u>PUBLIC SAFETY TOTAL</u></b>	<u>31,486,543</u>	<u>32,305,105</u>	<u>33,926,177</u>	<u>33,513,482</u>	<u>33,810,858</u>	<u>297,376</u>	<u>0.9%</u>
Personnel	25,372,382	25,768,771	26,812,854	26,547,558	26,797,875	250,317	0.9%
Services	1,883,997	2,322,880	2,579,260	2,282,097	2,328,813	46,716	2.0%
Supplies	533,505	583,085	665,548	471,373	466,330	(5,043)	-1.1%
Other	13,906	21,535	12,440	83,925	90,425	6,500	7.7%
Utilities	3,042,615	3,086,432	3,268,711	3,611,528	3,485,483	(126,045)	-3.5%
Capital	640,137	522,401	587,364	517,000	641,932	124,932	24.2%
<b><u>PUBLIC WORKS</u></b>							
<b><u>Department of Public Works</u></b>	<b><u>12,309,176</u></b>	<b><u>13,178,800</u></b>	<b><u>13,896,651</u></b>	<b><u>12,859,891</u></b>	<b><u>12,772,571</u></b>	<b><u>(87,319)</u></b>	<b><u>-0.7%</u></b>
Personnel	7,277,612	7,403,562	7,668,288	7,247,882	7,036,280	(211,602)	-2.9%
Services	2,484,380	2,706,261	2,995,498	3,026,900	3,089,351	62,451	2.1%
Supplies	858,466	1,066,633	1,320,597	784,240	849,640	65,400	8.3%
Other	18,062	53,878	25,923	37,150	37,150	0	0.0%
Utilities	968,937	1,156,681	1,174,028	1,043,719	1,040,151	(3,568)	-0.3%
Intergovernmental	0	20,000	20,000	20,000	20,000	0	0.0%
Capital	701,720	771,785	692,316	700,000	700,000	(0)	0.0%



**TOWN OF BROOKLINE  
FY2011 PROGRAM BUDGET**

**BUDGET SUMMARIES: Operating Budget**

**FY2011 RECOMMENDED OPERATING BUDGET SUMMARY**

<b>SERVICE PROGRAMS</b>	<b>FY2007 ACTUAL</b>	<b>FY2008 ACTUAL</b>	<b>FY2009 ACTUAL</b>	<b>FY2010 BUDGET</b>	<b>FY2011 BUDGET</b>	<b>INCREASE/ DECREASE</b>	<b>% INCREASE/ DECREASE</b>
<b>CULTURAL SERVICES</b>							
<b><u>Library</u></b>	<b><u>3,366,890</u></b>	<b><u>3,398,242</u></b>	<b><u>3,489,100</u></b>	<b><u>3,461,307</u></b>	<b><u>3,469,227</u></b>	<b><u>7,921</u></b>	<b><u>0.2%</u></b>
Personnel	2,405,567	2,443,111	2,497,814	2,478,241	2,452,242	(25,999)	-1.0%
Services	125,008	133,053	138,853	141,702	141,702	0	0.0%
Supplies	508,204	514,656	533,278	503,454	514,992	11,538	2.3%
Other	1,283	1,819	1,307	4,502	4,502	0	0.0%
Utilities	280,477	278,836	287,592	281,307	303,688	22,381	8.0%
Capital	46,351	26,766	30,256	52,101	52,101	0	0.0%
<b>HUMAN SERVICES</b>							
<b><u>Health Department</u></b>	<b><u>1,055,741</u></b>	<b><u>1,023,908</u></b>	<b><u>1,088,050</u></b>	<b><u>1,099,574</u></b>	<b><u>1,085,950</u></b>	<b><u>(13,623)</u></b>	<b><u>-1.2%</u></b>
Personnel	719,096	715,451	742,345	756,548	755,726	(822)	-0.1%
Services	262,045	243,465	254,655	255,518	262,408	6,889	2.7%
Supplies	14,412	14,419	14,598	14,570	15,500	930	6.4%
Other	3,180	3,362	3,422	4,120	4,120	0	0.0%
Utilities	28,950	40,906	45,720	40,817	43,197	2,380	5.8%
Capital	28,058	6,306	27,311	28,000	5,000	(23,000)	-82.1%
<b><u>Veterans Services</u></b>	<b><u>203,128</u></b>	<b><u>203,829</u></b>	<b><u>241,303</u></b>	<b><u>241,409</u></b>	<b><u>242,733</u></b>	<b><u>1,324</u></b>	<b><u>0.5%</u></b>
Personnel	111,670	118,208	122,697	121,116	122,440	1,324	1.1%
Services	1,978	1,945	2,526	2,718	2,718	0	0.0%
Supplies	630	1,353	641	650	650	0	0.0%
Other	88,200	81,554	114,730	116,200	116,200	0	0.0%
Capital	650	768	709	725	725	0	0.0%
<b><u>Council on Aging</u></b>	<b><u>718,469</u></b>	<b><u>746,900</u></b>	<b><u>767,625</u></b>	<b><u>759,236</u></b>	<b><u>761,687</u></b>	<b><u>2,452</u></b>	<b><u>0.3%</u></b>
Personnel	551,323	595,532	620,255	597,671	600,631	2,961	0.5%
Services	50,382	56,946	48,023	58,282	57,632	(650)	-1.1%
Supplies	15,193	16,132	16,298	18,825	18,825	0	0.0%
Other	2,885	2,645	2,544	5,300	2,900	(2,400)	-45.3%
Utilities	89,489	67,313	71,877	70,258	72,799	2,541	3.6%
Capital	9,197	8,332	8,627	8,900	8,900	0	0.0%
<b><u>Human Relations-Youth Resources</u></b>	<b><u>139,109</u></b>	<b><u>143,237</u></b>	<b><u>151,702</u></b>	<b><u>101,870</u></b>	<b><u>101,870</u></b>	<b><u>0</u></b>	<b><u>0.0%</u></b>
Personnel	134,210	139,999	147,249	96,017	96,017	0	0.0%
Services	1,411	450	541	1,807	1,807	0	0.0%
Supplies	2,580	1,898	3,017	2,800	2,800	0	0.0%
Other	241	192	281	450	450	0	0.0%
Capital	667	697	614	796	796	0	0.0%
<b><u>HUMAN SERVICES TOTAL</u></b>	<b><u>2,116,446</u></b>	<b><u>2,117,873</u></b>	<b><u>2,248,680</u></b>	<b><u>2,202,088</u></b>	<b><u>2,192,241</u></b>	<b><u>(9,847)</u></b>	<b><u>-0.4%</u></b>
Personnel	1,516,299	1,569,190	1,632,545	1,571,352	1,574,814	3,462	0.2%
Services	315,816	302,807	305,745	318,325	324,565	6,239	2.0%
Supplies	32,815	33,802	34,554	36,845	37,775	930	2.5%
Other	94,506	87,753	120,978	126,070	123,670	(2,400)	-1.9%
Utilities	118,439	108,218	117,597	111,075	115,996	4,921	4.4%
Capital	38,572	16,103	37,261	38,421	15,421	(23,000)	-59.9%

**TOWN OF BROOKLINE  
FY2011 PROGRAM BUDGET**

**BUDGET SUMMARIES: Operating Budget**

**FY2011 RECOMMENDED OPERATING BUDGET SUMMARY**

SERVICE PROGRAMS	FY2007 ACTUAL	FY2008 ACTUAL	FY2009 ACTUAL	FY2010 BUDGET	FY2011 BUDGET	INCREASE/ DECREASE	% INCREASE/ DECREASE
<b>LEISURE SERVICES</b>							
<b><u>Recreation Department</u></b>	<b><u>1,024,380</u></b>	<b><u>992,864</u></b>	<b><u>912,909</u></b>	<b><u>970,754</u></b>	<b><u>938,533</u></b>	<b><u>(32,221)</u></b>	<b><u>-3.3%</u></b>
Personnel	736,224	737,357	649,643	676,280	654,186	(22,094)	-3.3%
Services	118,226	86,775	88,818	89,179	85,287	(3,892)	-4.4%
Supplies	27,485	36,714	35,246	40,703	40,703	0	0.0%
Other	1,592	1,882	2,375	2,400	2,400	0	0.0%
Utilities	135,518	124,300	132,758	131,312	124,576	(6,736)	-5.1%
Capital	5,335	5,836	4,069	30,880	31,380	500	1.6%
Personnel Services Reserve <sup>1</sup>	0	0	0	909,674	750,000	(159,674)	-17.6%
FY11 Collective Bargaining Reserve / Unfunded Liabilities Reserve					475,000	475,000	
<b>DEPARTMENTAL SUB-TOTAL</b>	<b>57,545,709</b>	<b>59,355,217</b>	<b>62,287,184</b>	<b>61,277,428</b>	<b>61,863,357</b>	<b>585,929</b>	<b>1.0%</b>
<b>SCHOOLS <sup>2</sup></b>							
<b><u>SCHOOLS <sup>2</sup></u></b>	<b><u>60,671,694</u></b>	<b><u>62,924,865</u></b>	<b><u>68,000,450</u></b>	<b><u>68,823,845</u></b>	<b><u>71,947,765</u></b>	<b><u>3,123,920</u></b>	<b><u>4.5%</u></b>
Personnel	51,914,160	54,998,957	59,871,778	57,216,591	58,913,657	1,697,066	3.0%
Services	7,044,854	5,848,152	6,092,830	7,922,704	9,182,316	1,259,612	15.9%
Supplies	1,099,096	1,378,224	1,483,069	1,669,195	1,744,960	75,765	4.5%
Other	208,326	173,674	125,471	1,572,758	1,644,146	71,388	4.5%
Capital	405,258	525,858	427,302	442,598	462,688	20,090	4.5%
<b>NON-DEPARTMENTAL</b>							
<b><u>Personnel Benefits</u></b>	<b><u>32,289,078</u></b>	<b><u>34,564,193</u></b>	<b><u>36,103,405</u></b>	<b><u>41,064,320</u></b>	<b><u>40,348,666</u></b>	<b><u>(715,654)</u></b>	<b><u>-1.7%</u></b>
Pensions	10,129,853	11,256,221	11,686,639	13,258,716	13,999,954	741,238	5.6%
Group Health	19,011,273	19,855,771	20,860,382	24,073,604	21,227,416	(2,846,188)	-11.8%
Group Health Enrollment Allocation Reserve	0	0	0	0	400,000	400,000	-
Retiree Group Health Trust Fund (OPEB's)	0	0	0	250,000	887,295	637,295	254.9%
Employee Assistance Program (EAP)	24,568	24,968	25,282	28,000	28,000	0	0.0%
Group Life	152,721	151,643	150,971	162,000	130,000	(32,000)	-19.8%
Disability Insurance	0	12,813	13,460	16,000	16,000	0	0.0%
Workers Comp	1,450,000	1,600,000	1,550,000	1,350,000	1,350,000	0	0.0%
Public Safety IOD Medical Expenses	245,000	250,000	300,000	300,000	325,000	25,000	8.3%
Unemployment Comp	125,000	166,000	166,000	166,000	400,000	234,000	141.0%
Medical Disabilities	16,643	15,718	9,963	30,000	30,000	0	0.0%
Medicare	1,134,020	1,231,059	1,340,708	1,430,000	1,555,000	125,000	8.7%
<b><u>Debt Service</u></b>	<b><u>14,376,306</u></b>	<b><u>13,824,443</u></b>	<b><u>12,289,860</u></b>	<b><u>12,572,215</u></b>	<b><u>12,012,861</u></b>	<b><u>(559,354)</u></b>	<b><u>-4.4%</u></b>
Principal	9,696,587	9,432,797	8,247,516	8,536,243	8,474,249	(61,994)	-0.7%
Interest	4,582,344	4,354,324	3,884,000	3,686,572	3,378,612	(307,960)	-8.4%
Bond Anticipation Notes (BANs)	55,593	0	116,533	289,400	100,000	(189,400)	-65.4%
Abatement Interest and Income	41,782	37,322	41,811	60,000	60,000	0	0.0%

<sup>1</sup> The amounts shown for FY07 - FY09 are \$0 because these funds were transferred to departments during the fiscal year. The FY10 amount was eliminated for budget balancing purposes.

<sup>2</sup> The FY10 and FY11 allocations are estimates, as the School budget is voted as a single appropriation by Town Meeting.

**TOWN OF BROOKLINE  
FY2011 PROGRAM BUDGET**

**BUDGET SUMMARIES: Operating Budget**

**FY2011 RECOMMENDED OPERATING BUDGET SUMMARY**

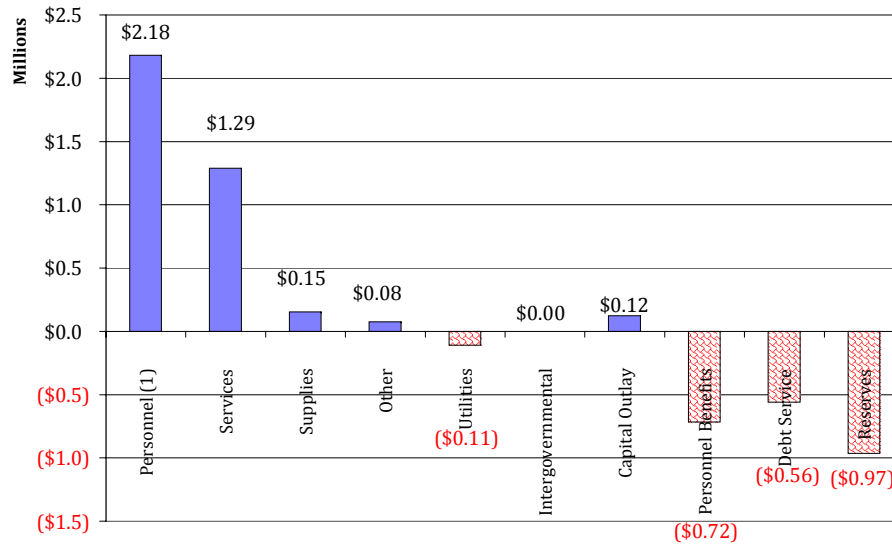
SERVICE PROGRAMS	FY2007 ACTUAL	FY2008 ACTUAL	FY2009 ACTUAL	FY2010 BUDGET	FY2011 BUDGET	INCREASE/ DECREASE	% INCREASE/ DECREASE
<u>NON-DEPARTMENTAL (con't.)</u>							
<b>Unclassified</b>	<b>765,674</b>	<b>669,439</b>	<b>707,033</b>	<b>3,752,588</b>	<b>2,791,559</b>	<b>(961,030)</b>	<b>-25.6%</b>
Reserve Fund <sup>3</sup>	603,861	774,834	1,297,647	1,834,186	1,856,956	22,769	1.2%
Liability/Catastrophe Fund	225,039	254,629	297,476	1,443,397	455,500	(987,897)	-68.4%
Stabilization Fund	22,248	0	0	0	0	0	-
General Insurance	275,989	276,146	279,490	286,198	290,000	3,802	1.3%
Audit & Professional Services	196,148	99,433	86,765	138,987	138,987	0	0.0%
Contingency	15,796	11,806	13,905	15,000	15,000	0	0.0%
Out of State Travel	2,260	1,979	1,076	3,000	3,000	0	0.0%
Printing of Reports	16,805	14,487	17,143	20,000	20,000	0	0.0%
MMA Dues	11,389	10,959	11,178	11,820	12,116	296	2.5%
<b>NON-DEPARTMENTAL TOTAL</b>	<b>47,431,058</b>	<b>49,058,075</b>	<b>49,100,298</b>	<b>57,389,123</b>	<b>55,153,085</b>	<b>(2,236,038)</b>	<b>-3.9%</b>
<b>TOTAL OPERATING BUDGET</b>	<b>165,648,463</b>	<b>171,335,770</b>	<b>179,387,931</b>	<b>187,490,396</b>	<b>188,964,206</b>	<b>1,473,813</b>	<b>0.8%</b>

<sup>3</sup> The amounts shown for FY07 -FY09 are for information purposes only, as these funds are transferred to departments during the fiscal year and accounted for in their expenditure total.

**TOWN OF BROOKLINE  
FY2011 PROGRAM BUDGET**

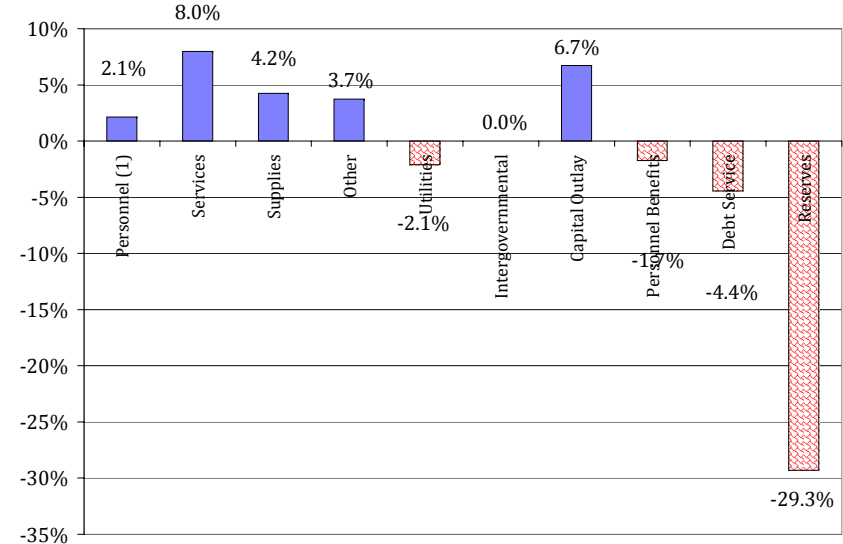
**BUDGET SUMMARIES: Operating Budget**

**FY11 OPERATING BUDGET vs FY10 OPERATING BUDGET - \$\$  
CHANGES**



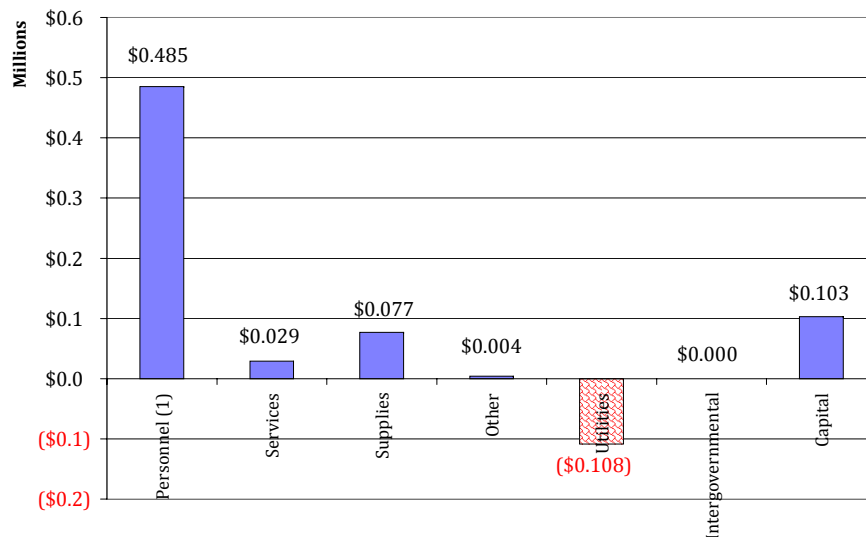
(1) Includes the Personnel Services Reserve and the Collective Bargaining Reserve

**FY11 OPERATING BUDGET vs FY10 OPERATING BUDGET - %  
CHANGES**



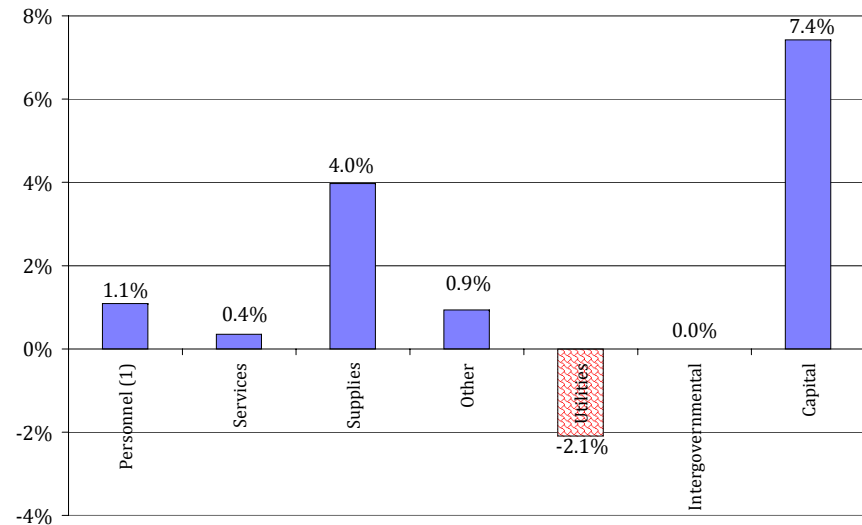
(1) Includes the Personnel Services Reserve and the Collective Bargaining Reserve

**FY11 TOWN DEPARTMENTAL BUDGETS vs FY10 TOWN  
DEPARTMENTAL BUDGETS - \$\$ CHANGES**



(1) Includes the Personnel Services Reserve and the Collective Bargaining Reserve

**FY11 TOWN DEPARTMENTAL BUDGETS vs FY10 TOWN  
DEPARTMENTAL BUDGETS - % CHANGES**



(1) Includes the Personnel Services Reserve and the Collective Bargaining Reserve

**TOWN OF BROOKLINE  
FY2011 PROGRAM BUDGET**

**BUDGET SUMMARIES: Operating Budget Item-By-Item Change**

**SUMMARY OF FY2011 OPERATING BUDGET INCREASES/DECREASES**

<u>DEPARTMENT</u>	<u>INCREASE/(DECREASE)</u>	<u>EXPLANATION</u>
<b>Selectmen</b>	<b>3,442</b> <b>0.6%</b>	
	3,442	Personnel Fixed Costs
<b>Human Resources Department</b>	<b>(11,834)</b> <b>-2.3%</b>	
	3,526	Personnel Fixed Costs
	(360)	Copier Service
	5,000	Pre-Placement Medical Testing
	(20,000)	Advertising Services
<b>Information Technology Department</b>	<b>(20,328)</b> <b>-1.4%</b>	
	11,731	Personnel Fixed Costs
	69,321	Add Senior Information Systems Analyst (grade TBD)
	(65,232)	Eliminate Senior Programmer Analyst (T-8)
	(36,148)	E-Commerce Services
<b>Finance Department</b>	<b>(27,557)</b> <b>-0.9%</b>	
<i>Comptroller</i>	<b>(2,507)</b> <b>-0.5%</b>	
	2,399	Personnel Fixed Costs
	(576)	Data Processing Equipment Repair and Maintenance
	500	Data Communication Lines
	(4,830)	Computer Software Repair and Maintenance (MUNIS)
<i>Purchasing</i>	<b>(33,141)</b> <b>-3.7%</b>	
	1,419	Personnel Fixed Costs
	(120)	Copier Service
	(35,000)	Postage
	560	Gasoline
<i>Assessors</i>	<b>3,233</b> <b>0.5%</b>	
	3,664	Personnel Fixed Costs
	539	Data Processing Equipment Repair and Maintenance
	(240)	Copier Service
	(430)	Software Service Contract
	800	Wireless Communications
	(350)	Deed and ATB Transfer Fees
	(750)	Data Processing Supplies

**TOWN OF BROOKLINE  
FY2011 PROGRAM BUDGET**

**BUDGET SUMMARIES: Operating Budget Item-By-Item Change**

**SUMMARY OF FY2011 OPERATING BUDGET INCREASES/DECREASES**

<u>DEPARTMENT</u>	<u>INCREASE/(DECREASE)</u>	<u>EXPLANATION</u>
<i>Treasurer</i>	<b>4,858</b> <b>0.5%</b>	
	5,361	Personnel Fixed Costs
	1,248	Overtime
	(19,564)	Financial Services
	17,813	Banking Services
<b>Legal Services</b>	<b>7,648</b> <b>1.0%</b>	
	8,023	Personnel Fixed Costs
	(375)	Copier Service
<b>Advisory Committee</b>	<b>168</b> <b>0.9%</b>	
	168	Personnel Fixed Costs
<b>Town Clerk</b>	<b>118,926</b> <b>24.7%</b>	
	94,000	Election Workers - 2 additional elections in FY11 (3 in FY11, 1 in FY10)
	1,324	Personnel Fixed Costs
	11,400	Moved Board of Appeals Stipends from Building Department
	(5,190)	Office Equipment Repair and Maintenance
	3,000	Motor Vehicle/Equipment Rental
	3,800	Professional/Technical Services
	643	Wireless Communication
	3,750	Printing Services
	100	Delivery Services
	800	Advertising Services
	750	Office Supplies
	4,000	Meals and Receptions
	(200)	Professional dues/Memberships
	749	Capital
<b>Dept. of Planning &amp; Cmty. Development</b>	<b>24,229</b> <b>3.9%</b>	
	8,405	Personnel Fixed Costs
	15,824	Restoration in hours Commercial Areas Coordinator from 20 hours / wk to full-time
<b>Police Department</b>	<b>298,469</b> <b>2.1%</b>	
	123,418	Personnel Fixed Costs
	80,778	2 Parking Control Officers (ST-01)
	(38,386)	Elimination of Senior Clerk Typist (C-4)
	9,000	Education/Training
	(5,050)	Data Processing Equipment Repair and Maintenance
	(1,500)	Communications Equipment Repair
	(1,400)	Postage
	16,000	Printing Services

**TOWN OF BROOKLINE  
FY2011 PROGRAM BUDGET**

**BUDGET SUMMARIES: Operating Budget Item-By-Item Change**

**SUMMARY OF FY2011 OPERATING BUDGET INCREASES/DECREASES**

<u>DEPARTMENT</u>	<u>INCREASE/(DECREASE)</u>	<u>EXPLANATION</u>
<b>Police (con't.)</b>	(2,100)	Office Supplies
	1,000	Food for Prisoners
	(12,943)	Uniforms and Protective Clothing
	(2,500)	In-State Travel Expenses
	3,670	Electricity
	(580)	Natural Gas
	38,189	Gasoline
	64	Diesel Fuel
	90,808	Capital
<b>Fire Department</b>	<b>136,013</b>	
	<b>1.1%</b>	
	62,309	Personnel Fixed Costs
	66,655	Add Director of Technology (grade TBD)
	(50,678)	Eliminate IT Support Specialist (T-4)
	7,000	Communications Equipment Repair
	15,000	Motor Vehicle/Equipment Repair
	(94)	Photocopy Service Contract
	4,735	Professional/Technical Services
	10,500	Public Safety Supplies
	2,500	Uniforms and Protective Clothing
	980	Electricity
	1,354	Natural Gas
	4,351	Gasoline
	3,877	Diesel Fuel
	7,524	Capital
<b>Building Department</b>	<b>(137,105)</b>	
	<b>-2.0%</b>	
	6,096	Personnel Fixed Costs
	(11,400)	Moved Board of Appeals Stipends to Town Clerk
	66,655	Project Manager - Public Buildings (T-9)
	(33,397)	Eliminate Full-Time Houseworker (MN-1)
	(21,732)	Eliminate Part-Time Houseworkers (MN-1)
	59,000	Building Cleaning Services
	(437)	Copier Service
	(1,360)	Data Processing Equipment Repair and Maintenance
	(4,000)	Custodial Supplies Town
	(5,758)	Building Repair and Maintenance - Town
	(39,420)	Building Repair and Maintenance - Schools
	(169,782)	Electricity - Town
	(12,718)	Electricity - Schools
	2,517	Gasoline -Town
	2,032	Gasoline - Schools
	26,600	Capital

**TOWN OF BROOKLINE  
FY2011 PROGRAM BUDGET**

**BUDGET SUMMARIES: Operating Budget Item-By-Item Change**

**SUMMARY OF FY2011 OPERATING BUDGET INCREASES/DECREASES**

<u>DEPARTMENT</u>	<u>INCREASE/(DECREASE)</u>	<u>EXPLANATION</u>
<b>Department of Public Works</b>	<b>(87,319)</b> <b>-0.7%</b>	
	20,509	Personnel Fixed Costs
	(120,675)	Eliminate Deputy Commissioner (D-7)
	(69,727)	Eliminate Systems Administrator (T-7)
	(41,709)	Eliminate Building Custodian (MN-2)
	(60,000)	Street Lighting Repair and Maintenance
	(1,500)	Skating Rink Repair and Maintenance
	(3,852)	Copier Lease
	(97)	Copier Service
	30,000	Building Services
	54,900	Data Storage Services
	(5,000)	Landscaping Services
	5,000	Professional/Technical Services
	(7,000)	Communications Equipment Repair
	7,000	Printing Services
	50,000	Traffic Control Painting
	11,400	Recycling Supplies
	(7,000)	Postage
	20,000	Agricultural Supplies
	2,000	Parking Meter Parts/Supplies
	32,000	Construction Supplies
	(22,096)	Electricity
	(5,232)	Natural Gas
	(76)	Heating Oil
	17,503	Gasoline
	6,332	Diesel Fuel
<b>Library</b>	<b>7,921</b> <b>0.2%</b>	
	12,194	Personnel Fixed Costs
	(38,193)	Eliminate Library Assistant II (K-2)
	11,538	Library Materials
	21,512	Electricity
	869	Natural Gas
<b>Health Department</b>	<b>(13,623)</b> <b>-1.2%</b>	
	4,178	Personnel Fixed Costs
	(5,000)	Day Care Inspector (reduction in hours)
	1,889	General Consulting (Visiting Nurse Services)
	5,000	Technical Services - Mosquito / Animal Control
	(570)	Office Supplies
	1,500	Special Program Supplies
	650	Electricity
	950	Natural Gas
	780	Gasoline
	(23,000)	Capital



**TOWN OF BROOKLINE  
FY2011 PROGRAM BUDGET**

**BUDGET SUMMARIES: Operating Budget Item-By-Item Change**

**SUMMARY OF FY2011 OPERATING BUDGET INCREASES/DECREASES**

<u>DEPARTMENT</u>	<u>INCREASE/(DECREASE)</u>	<u>EXPLANATION</u>
<b>Veterans Services</b>	<b>1,324</b> <b>0.5%</b>	
	1,324	Personnel Fixed Costs
<b>Council on Aging</b>	<b>2,452</b> <b>0.3%</b>	
	2,961	Personnel Fixed Costs
	(650)	Photocopy Service
	(2,400)	Education/Training/Conferences
	9,606	Electricity
	(7,065)	Natural Gas
<b>Human Relations - Youth Resources</b>	<b>0</b> <b>0.0%</b>	
<b>Recreation Department</b>	<b>(32,221)</b> <b>-3.3%</b>	
	2,431	Personnel Fixed Costs
	(24,525)	Position Swaps with Revolving Fund
	5,000	Software Service Contract
	(8,892)	Transportation Rentals and Leases
	(4,197)	Electricity
	30	Natural Gas
	(517)	Gasoline
	(2,052)	Diesel
	500	Capital
<b>Schools</b>	<b>3,123,920</b> <b>4.5%</b>	
	3,123,920	School Budget
<b>Personnel Benefits</b>	<b>(715,654)</b> <b>-1.7%</b>	
	741,238	Pensions
	(2,846,188)	Group Health Insurance
	400,000	Group Health Enrollment Allocation Reserve
	637,295	Retiree Group Health Trust Fund (OPEB's)
	(32,000)	Group Life
	25,000	Public Safety IOD Medical Expenses
	234,000	Unemployment Comp
	125,000	Medicare
<b>Debt and Interest</b>	<b>(559,354)</b> <b>-4.4%</b>	
	(61,994)	Funded Debt - Principal
	(307,960)	Funded Debt - Interest
	(189,400)	Bond Anticipation Notes (BANs)

**TOWN OF BROOKLINE  
FY2011 PROGRAM BUDGET**

**BUDGET SUMMARIES: Operating Budget Item-By-Item Change**

**SUMMARY OF FY2011 OPERATING BUDGET INCREASES/DECREASES**

<u>DEPARTMENT</u>	<u>INCREASE/(DECREASE)</u>	<u>EXPLANATION</u>
Unclassified	(961,030) -25.6%	
	22,769	Reserve Fund
	(987,897)	Liability/Catastrophe Fund
	3,802	General Insurance
	296	MMA Dues
Personnel Reserves	315,326	
	(159,674)	Personnel Services Reserve
	475,000	Collective Bargaining / Unfunded Liabilities Reserve
<b>OPERATING BUDGET GRAND TOTAL</b>		<b>1,473,813 0.8%</b>

**TOWN OF BROOKLINE  
FY2011 PROGRAM BUDGET**

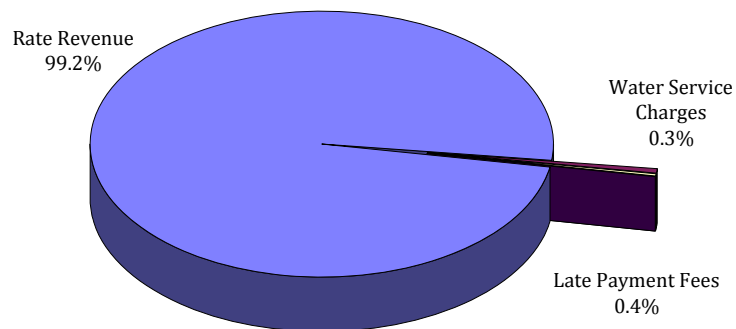
**BUDGET SUMMARIES: Water & Sewer Enterprise Fund**

**FY2011 RECOMMENDED WATER & SEWER ENTERPRISE FUND SUMMARY**

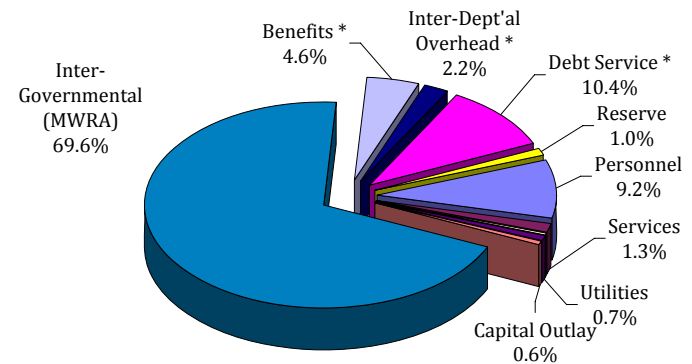
	FY2007 ACTUAL	FY2008 ACTUAL	FY2009 ACTUAL	FY2010 BUDGET	FY2011 BUDGET	INCREASE/DECREASE	
						\$	%
<b>REVENUE</b>							
Rate Revenue	22,270,193	22,235,871	22,707,448	23,704,072	24,296,222	592,150	2.5%
Late Payment Fees	100,918	103,714	112,630	120,000	110,000	(10,000)	-8.3%
Water Service Charges	108,839	119,336	102,217	120,000	82,000	(38,000)	-31.7%
Rate Relief (State Aid)	57,486	49,798	0	0	0	0	-
Misc.	11,304	29,066	36,191	9,300	10,000	700	7.5%
<b>TOTAL REVENUE</b>	<b>22,548,740</b>	<b>22,537,785</b>	<b>22,958,486</b>	<b>23,953,371</b>	<b>24,498,222</b>	<b>544,851</b>	<b>2.3%</b>
<b>EXPENDITURES</b>							
Personnel	2,014,019	2,134,642	2,087,083	2,125,053	2,245,488	120,435	5.7%
Services	176,458	186,760	213,807	289,294	309,381	20,087	6.9%
Supplies	98,142	96,612	101,836	118,815	118,815	0	0.0%
Other	4,108	3,435	785	6,400	6,400	0	0.0%
Utilities	110,799	130,608	165,457	136,297	162,998	26,701	19.6%
Capital Outlay	285,174	265,405	404,299	279,700	140,300	(139,400)	-49.8%
Inter-Governmental (MWRA)	14,365,303	14,873,170	15,515,004	16,242,610	17,053,510	810,900	5.0%
Benefits *	1,357,063	1,260,586	1,237,503	1,394,604	1,135,449	(259,155)	-18.6%
Inter-Departmental Overhead *	746,938	630,798	640,184	651,661	545,013	(106,648)	-16.4%
Debt Service *	2,732,455	2,622,276	2,511,192	2,472,352	2,538,312	65,960	2.7%
Reserve	0	0	0	236,585	242,557	5,972	2.5%
<b>TOTAL EXPENDITURE</b>	<b>21,890,459</b>	<b>22,204,291</b>	<b>22,877,148</b>	<b>23,953,371</b>	<b>24,498,222</b>	<b>544,851</b>	<b>2.3%</b>
<b>BALANCE</b>				<b>0</b>	<b>0</b>	<b>0</b>	

\* For FY07-FY09, these comprise the Intra-Governmental Expense, which is the reimbursement to the General Fund. These amounts are accounted for in the General Fund under the "Other Available Funds" category. Beginning in FY09, Debt Service was budgeted for directly in the Enterprise Fund, so it is no longer part of the reimbursement to the General Fund.

**FY2011 WATER & SEWER ENTERPRISE FUND - REVENUES**



**FY2011 WATER & SEWER ENTERPRISE FUND - EXPENDITURES**



\* This is the Intra-Governmental Expense, which is the reimbursement to the General Fund. It is accounted for in the General Fund under the "Other Available Funds" category.

**SUMMARY OF FY2011 WATER & SEWER ENTERPRISE FUND INCREASES/DECREASES**

<u>DEPARTMENT</u>	<u>INCREASE/(DECREASE)</u>	<u>EXPLANATION</u>
Water and Sewer Enterprise Fund	<b>544,851</b> 2.3%	
	3,922	Personnel Fixed Costs
	94,856	Director of Water and Sewer (D-6)
	21,657	Collective Bargaining
	15,000	Data Processing Equipment Repair and Maintenance
	45,000	Data Processing Software Maintenance
	(10,000)	Public Building Repair and Maintenance
	87	Photocopy Service Contract
	(30,000)	Catch Basin Sediment Disposal
	260,900	MWRA Water Assessment
	550,000	MWRA Sewer Assessment
	(365,803)	Reimbursement to General Fund (Overhead Charges)
	65,960	Debt Service
	(96)	Electricity
	21	Natural Gas
	284	Heating Oil
	24,176	Gasoline
	2,316	Diesel Fuel
	5,972	Reserve
	(139,400)	Capital
<b>WATER &amp; SEWER ENTERPRISE FUND TOTAL</b>	<b>544,851</b> 2.3%	

**TOWN OF BROOKLINE  
FY2011 PROGRAM BUDGET**

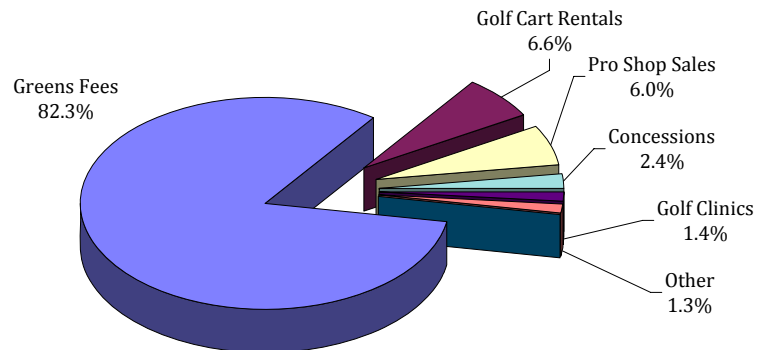
**BUDGET SUMMARIES: Golf Course Enterprise Fund**

**FY2011 RECOMMENDED GOLF COURSE ENTERPRISE FUND SUMMARY**

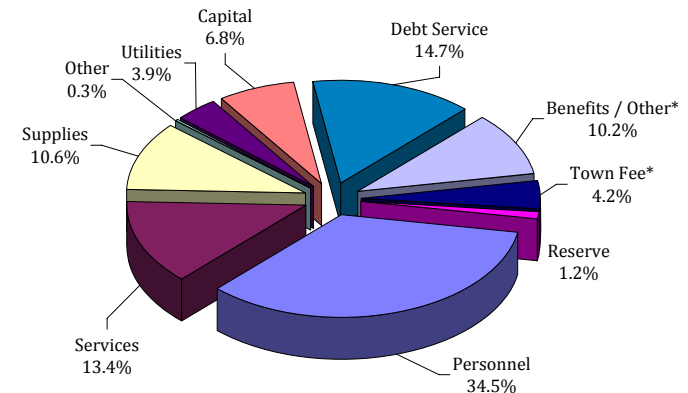
	FY2007 ACTUAL	FY2008 ACTUAL	FY2009 ACTUAL	FY2010 BUDGET	FY2011 BUDGET	INCREASE/DECREASE	
						\$	%
<b>REVENUE</b>							
Greens Fees	999,729	1,031,274	964,740	1,030,000	1,030,000	0	0.0%
Golf Cart Rentals	81,974	95,167	82,213	82,000	82,000	0	0.0%
Pro Shop Sales	78,476	92,243	63,358	75,000	75,000	0	0.0%
Concessions	13,569	19,327	30,017	30,000	30,000	0	0.0%
Golf Clinics	0	0	18,415	17,500	17,500	0	0.0%
Other	16,230	15,055	26,117	16,700	16,700	0	0.0%
Retained Earnings	0	0	0	15,000	0	(15,000)	-100.0%
<b>TOTAL REVENUE</b>	<b>1,189,978</b>	<b>1,253,066</b>	<b>1,184,860</b>	<b>1,266,200</b>	<b>1,251,200</b>	<b>(15,000)</b>	<b>-1.2%</b>
<b>EXPENDITURES</b>							
Personnel	389,535	385,032	418,997	426,591	431,548	4,957	1.2%
Services	131,486	148,601	138,386	177,242	167,242	(10,000)	-5.6%
Supplies	118,854	113,482	110,406	129,975	132,975	3,000	2.3%
Other	2,812	4,124	5,470	4,100	4,100	0	0.0%
Utilities	45,165	42,246	55,859	48,364	49,398	1,035	2.1%
Capital Outlay	86,015	87,981	85,614	85,580	85,580	0	0.0%
Debt Service *	202,566	194,530	190,037	184,484	184,134	(350)	-0.2%
Benefits / Other*	88,111	101,425	103,506	125,975	128,225	2,249	1.8%
Town Fee (Transfer to Town for general use) *	80,725	77,049	75,558	60,374	52,997	(7,377)	-12.2%
Reserve	0	0	0	23,515	15,000	(8,515)	-36.2%
<b>TOTAL EXPENDITURE</b>	<b>1,145,270</b>	<b>1,154,470</b>	<b>1,183,833</b>	<b>1,266,200</b>	<b>1,251,200</b>	<b>(15,000)</b>	<b>-1.2%</b>
<b>BALANCE</b>				<b>0</b>	<b>0</b>	<b>0</b>	

\* For FY07-FY09, these comprise the Intra-Governmental Expense, which is the reimbursement to the General Fund. These amounts are accounted for in the General Fund under the "Other Available Funds" category. Beginning in FY09, Debt Service was budgeted for directly in the Enterprise Fund, so it is no longer part of the reimbursement to the General Fund.

**FY2011 GOLF COURSE ENTERPRISE FUND - REVENUES**



**FY2011 GOLF COURSE ENTERPRISE FUND - EXPENDITURES**



\* These comprise the Intra-Governmental Expense, which is the reimbursement to the General Fund. These amounts are accounted for in the General Fund under the "Other Available Funds" category.

**TOWN OF BROOKLINE  
FY2011 PROGRAM BUDGET**

**BUDGET SUMMARIES: Golf Course Enterprise Fund  
Item-By-Item Change**

**SUMMARY OF FY2011 GOLF COURSE ENTERPRISE FUND INCREASES/DECREASES**

<u>DEPARTMENT</u>	<u>INCREASE/(DECREASE)</u>	<u>EXPLANATION</u>
Golf Enterprise Fund	(15,000) -1.2%	
	700	Personnel Fixed Costs
	4,257	Collective Bargaining
	2,000	Water
	1,540	Data Processing Repair and Maintenance
	(2,500)	Office Equipment Rentals/Leases
	960	Computer Hardware Rental
	1,500	Software Service Contract
	1,000	Building Cleaning Service
	(15,000)	General Consulting Services
	(2,000)	Technical Services
	(500)	Printing Services
	3,000	Contracted Services
	40,000	Pro Shop Supplies
	(37,000)	Recreation Supplies
	(267)	Electricity
	516	Natural Gas
	(2,707)	Heating Oil
	2,253	Gasoline
	1,240	Diesel Fuel
	(5,128)	Reimbursement to General Fund
	(351)	Principal
	2	Interest
	(8,515)	Reserve
<b>GOLF COURSE ENTERPRISE FUND TOTAL</b>	<b>(15,000) -1.2%</b>	

**TOWN OF BROOKLINE  
FY2011 PROGRAM BUDGET**

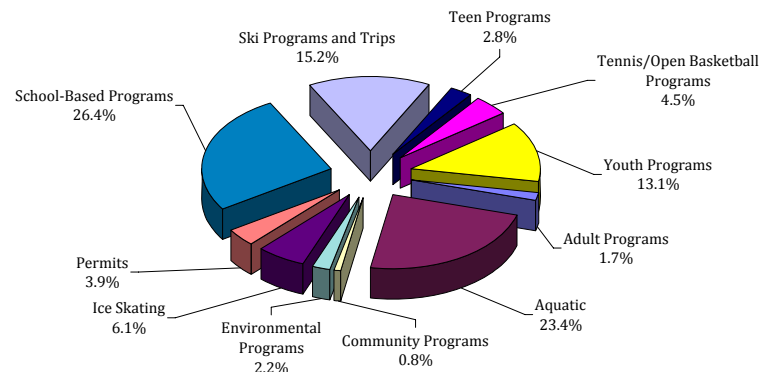
**BUDGET SUMMARIES: Recreation Revolving Fund**

**FY2011 RECOMMENDED RECREATION REVOLVING FUND SUMMARY**

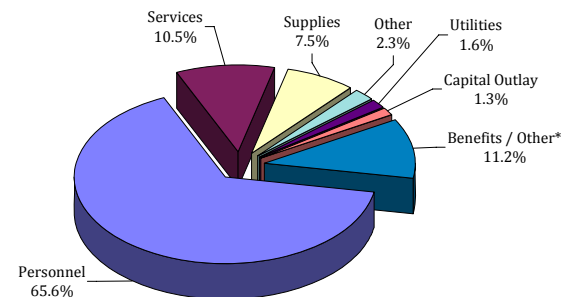
	FY2007 ACTUAL	FY2008 ACTUAL	FY2009 ACTUAL	FY2010 BUDGET	FY2011 BUDGET	INCREASE/DECREASE	
						\$	%
<b>REVENUE</b>							
Adult Programs	0	0	22,496	15,000	30,000	15,000	100.0%
Amory & Main Gym	51,394	35,730	0	0	0	0	-
Aquatic	79,672	264,114	408,731	390,000	420,000	30,000	7.7%
Community Programs	0	0	9,364	12,000	14,000	2,000	16.7%
Environmental Programs	22,206	27,584	38,171	35,000	40,000	5,000	14.3%
Facility Program	86,905	98,109	0	0	0	0	-
Ice Skating	97,018	109,717	137,541	110,000	110,000	0	0.0%
Permits	0	0	71,807	70,000	70,000	0	0.0%
School-Based Programs	368,463	431,432	459,963	475,000	475,000	0	0.0%
Ski Programs and Trips	17,410	17,524	0	0	0	0	-
Summer Camp	166,582	226,550	258,236	259,796	273,000	13,204	5.1%
Teen Programs	28,312	41,558	53,178	50,000	50,000	0	0.0%
Tennis/Open Basketball Programs	0	0	11,781	10,000	80,000	70,000	700.0%
Youth Programs	102,650	111,055	208,162	235,000	235,000	0	0.0%
Youth Soccer	117,540	122,740	0	0	0	0	-
Misc Revenue	0	0	41,051	0	0	0	-
<b>TOTAL REVENUE</b>	<b>1,138,152</b>	<b>1,486,113</b>	<b>1,720,481</b>	<b>1,661,796</b>	<b>1,797,000</b>	<b>135,204</b>	<b>8.1%</b>
<b>EXPENDITURES</b>							
Personnel	695,410	968,859	1,141,829	1,071,684	1,179,146	107,463	10.0%
Services	125,196	163,542	183,754	169,482	188,206	18,724	11.0%
Supplies	104,179	132,836	107,861	128,397	135,169	6,772	5.3%
Other	18,823	12,384	18,382	38,635	41,135	2,500	6.5%
Utilities	820	4,689	19,180	34,057	28,689	(5,368)	-15.8%
Capital Outlay	35,894	2,547	3,562	8,670	23,870	15,200	175.3%
Benefits / Other*	145,601	186,355	198,027	210,870	200,784	(10,086)	-4.8%
<b>TOTAL EXPENDITURE</b>	<b>1,125,923</b>	<b>1,471,210</b>	<b>1,672,595</b>	<b>1,661,796</b>	<b>1,797,000</b>	<b>135,204</b>	<b>8.1%</b>
<b>BALANCE</b>				<b>0</b>	<b>0</b>	<b>0</b>	

\* This comprises the Intra-Governmental Expense, which is the reimbursement to the General Fund. It is accounted for in the General Fund under the "Other Available Funds" category.

**FY2011 RECREATION REVOLVING FUND - REVENUES**



**FY2011 RECREATION REVOLVING FUND - EXPENDITURES**



\* This comprises the Intra-Governmental Expense, which is the reimbursement to the General Fund. It is accounted for in the General Fund under the "Other Available Funds" category.

**TOWN OF BROOKLINE  
FY2011 PROGRAM BUDGET**

**BUDGET SUMMARIES: Recreation Revolving Fund  
Item-By-Item Change**

**SUMMARY OF FY2011 RECREATION REVOLVING FUND INCREASES/DECREASES**

<u>DEPARTMENT</u>	<u>INCREASE/(DECREASE)</u>	<u>EXPLANATION</u>
Recreation Revolving Fund	<b>135,204</b> <b>8.1%</b>	
	7,829	Personnel Fixed Costs
	80,000	Part time salaries
	17,135	Position swaps with General
	8,817	Daycare reclassifications
	(22,472)	School Chargeback for 40% of Bus Driver salary
	4,519	Overtime
	11,636	Collective Bargaining
	2,724	Building Maintenance
	6,000	Software Service Contract
	10,000	Recreation Services
	(7,700)	Recreation Supplies
	(2,500)	Meals and Receptions
	16,972	Food Non-Reimbursable
	1,500	Out of State Airfare
	1,000	Out of State Hotel
	2,960	Electricity
	(8,628)	Natural Gas
	300	Propane
	15,200	Capital
	(10,086)	Reimbursement to General Fund
<b>RECREATION REVOLVING FUND TOTAL</b>	<b>135,204</b> <b>8.1%</b>	



TOWN OF BROOKLINE FY2011 PROGRAM BUDGET		CAPITAL OUTLAY SUMMARY
PROGRAM	ITEM REQUESTED	AMOUNT
<i>Selectmen</i>	8 Leased PC's	3,300
	<b>Selectmen Total</b>	<b>3,300</b>
<i>Human Resources Department</i>	6 Leased PC's	2,375
	<b>Human Resources Department Total</b>	<b>2,375</b>
<i>Information Technology Department</i>	18 Leased PC's / Laptops	10,896
	2 Leased Servers	4,873
	<b>Information Technology Department Total</b>	<b>15,768</b>
<i>Finance Department</i>		
Comptroller	10 Leased PC's	5,020
Purchasing	5 Leased PC's / Laptops	2,700
Assessors	10 Leased PC's	3,900
Treasurer	10 Leased PC's	4,107
	<b>Finance Department Total</b>	<b>15,727</b>
<i>Legal Services</i>	8 Leased PC's / Laptops	3,765
	<b>Legal Services Total</b>	<b>3,765</b>
<i>Advisory Committee</i>	1 Leased PC	487
	<b>Advisory Committee Total</b>	<b>487</b>
<i>Town Clerk</i>		
	1 High Speed Auto Folder	1,000
	6 Leased PC's	3,000
	<b>Town Clerk Total</b>	<b>4,000</b>
<i>Planning and Community Development</i>		
	16 Leased PC's	7,525
	<b>Planning &amp; Community Development Dept. Total</b>	<b>7,525</b>
<i>Police Department</i>		
	11 Vehicles	370,243
	Communications Equipment	16,500
	Mobile Technology	12,000
	26 Leased Rugged In-Car Laptops	35,017
	40 Leased PC's	18,518
	<b>Police Department Total</b>	<b>452,278</b>

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET		CAPITAL OUTLAY SUMMARY
PROGRAM	ITEM REQUESTED	AMOUNT
<i>Fire Department</i>	17 Leased PC's	10,145
	10 Leased Laptops for Fire Trucks	19,947
	Toyota Prius	23,000
	Portable Hand-held Radios (15)	24,750
	Thermal Imaging Cameras (3)	30,000
	Hydraulic Rescue Device Cutters (2)	16,000
	Public Safety Equipment	10,325
	<b>Fire Department Total</b>	<b>134,167</b>
<i>Building Department</i>	16 Leased PC's	5,887
	Ford Fusion Hybrid	26,800
	Toyota Prius	22,800
	<b>Building Department Total</b>	<b>55,487</b>
<i>Department of Public Works</i>		
Administration	7 Leased PC's	2,205
	GPS Vehicle Management System	13,980
Engineering/Transportation		16,185
	17 Leased PC's	5,355
	1 Ford Fusion Hybrid	22,500
	Sub-Total Engineering	27,855
Sanitation	3 Leased PC's	945
	31 CY Rubbish Packer (First year of a three-year lease)	71,700
	Cab Over Diesel Cab and Chassis (First year of a three-year lease)	26,300
	Sub-Total Sanitation	98,945
Highway	8 Leased PC's	2,520
	44,000 GVW Dump Truck (Third year of a three-year lease)	60,000
	Pelican Street Sweeper (Third year of a three-year lease)	36,000
	Rubber Tire Excavator (Second year of a three-year lease)	85,050
	Pavement Maintenance Hot Box (Second year of a three-year lease)	28,000
	4WD Pickup Truck	33,000
	Sidewalk Tractor	44,167
	Sidewalk Sweeper	60,000
	Street Sweeper	45,500
	Misc. Small Equipment	10,000
	Sub-Total Highway	404,237

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET		CAPITAL OUTLAY SUMMARY
PROGRAM	ITEM REQUESTED	AMOUNT
Parks and Open Space	9 Leased PC's/Laptops 2,835 4WD Pickup Truck 32,943 4WD Pickup Truck 33,000 60" Turf Tractor 18,000 Equipment Tractor 34,000 48" Lawn Tractor 15,000 36" Walk Behind Mower 3,500 36" Walk Behind Mower 3,500 Misc. Small Equipment 10,000 Sub-Total Parks and Open Space 152,778 <b>Department of Public Works Total 700,000</b>	
Library	5 Leased PC's 2,901 30 Leased PC's for Branch Libraries 17,400 70 Leased PC's for Main Library 31,800 <b>Library Total 52,101</b>	
Health Department	15 Leased PC's 5,000 <b>Health Department Total 5,000</b>	
Veterans Services	2 Leased PC's 725 <b>Veterans Services Total 725</b>	
Council on Aging	23 Leased PC's 8,900 <b>Council on Aging Total 8,900</b>	
Human Relations-Youth Resources	2 Leased PC's 796 <b>Human Relations-Youth Resources Total 796</b>	
Recreation Department	11 Leased PC's / Laptops 6,380 Chevy E350 12 Passenger Van 25,000 <b>Recreation Department Total 31,380</b>	
	<b>TOTAL GENERAL FUND</b>	<b>1,493,782</b>

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET		CAPITAL OUTLAY SUMMARY
PROGRAM	ITEM REQUESTED	AMOUNT
	<b>ENTERPRISE FUNDS</b>	
<i>Water</i>	10 Leased PC's	3,150
	Construction Materials and Equipment	50,000
	Maintenance Equipment	10,000
	GPS Vehicle Management System (Phase 1)	2,650
	Administrative Sedan	22,500
	Sub-Total Water Enterprise	88,300
<i>Sewer</i>	Construction Materials and Equipment	25,000
	Compact Service Van	23,400
	Carbon Monoxide Air Scrubber	3,600
	Sub-Total Sewer Enterprise	52,000
	<b>Water and Sewer Enterprise Fund Total</b>	<b>140,300</b>
<i>Golf Course</i>	1 Leased PC	580
	Landscaping Equipment (leased)	85,000
	<b>Golf Course Enterprise Fund Total</b>	<b>85,580</b>
	<b>TOTAL ENTERPRISE FUNDS</b>	<b>225,880</b>
	<b>RECREATION REVOLVING FUND</b>	
<i>Recreation Revolving Fund</i>	17 Leased PC's / Laptops	5,870
	Furniture	18,000
	<b>Recreation Revolving Fund Total</b>	<b>23,870</b>
	<b>TOTAL REVOLVING FUNDS</b>	<b>23,870</b>

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET			FULL-TIME EQUIVALENT (FTE) POSITIONS FUNDED			
<u>GENERAL FUND</u>	<u>FY06</u>	<u>FY07</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>
Selectmen	7.53	7.00	7.00	7.00	6.53	6.53
Human Resources	5.00	5.00	5.00	5.00	5.00	5.00
Information Technology	11.40	11.40	11.40	11.40	11.40	11.40
Finance	32.10	31.43	31.01	30.43	30.43	30.43
<i>Comptroller</i>	6.70	6.70	6.70	6.70	6.00	6.00
<i>Purchasing</i>	6.93	6.93	6.51	5.93	5.93	5.93
<i>Assessor</i>	9.47	8.80	8.80	8.80	7.80	7.80
<i>Treasurer/ Collector</i>	9.00	9.00	9.00	9.00	10.70	10.70
Legal Services	6.41	6.64	6.64	6.64	6.53	6.53
Advisory Committee	0.35	0.35	0.35	0.35	0.35	0.35
Town Clerk	6.50	6.00	6.00	6.00	6.00	6.00
Planning and Community Development	12.29	13.33	13.33	13.33	12.10	12.33
Police	178.79	178.79	177.78	178.78	177.30	178.30
Fire	168.00	168.00	168.00	168.00	161.00	161.00
Building	34.55	33.17	33.17	33.41	33.01	31.93
Public Works	146.01	146.01	139.86	135.86	134.86	131.86
<i>Administration</i>	10.00	10.00	10.00	10.00	10.00	8.00
<i>Engineering/Transportation</i>	14.50	14.50	13.00	13.00	13.00	13.00
<i>Highway</i>	56.00	56.00	55.00	55.00	55.00	54.00
<i>Sanitation</i>	21.07	21.07	21.07	17.07	17.07	17.07
<i>Parks and Open Space</i>	44.44	44.44	40.79	40.79	39.79	39.79
Library	53.33	53.75	52.75	52.75	52.75	51.75
Health	13.43	12.03	11.83	11.83	11.83	11.83
Veterans Services	2.00	2.00	2.00	2.00	2.00	2.00
Council on Aging	11.83	11.83	11.95	12.59	11.85	11.85
Human Relations / Youth Resources	2.00	2.00	2.00	2.00	1.00	1.00
Recreation	14.00	14.00	12.00	12.00	12.00	12.00
<b>GENERAL FUND TOTAL</b>	<b>705.52</b>	<b>702.73</b>	<b>692.07</b>	<b>689.37</b>	<b>675.94</b>	<b>672.09</b>

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET			FULL-TIME EQUIVALENT (FTE) POSITIONS FUNDED			
<b><u>NON-GENERAL FUND</u></b>	<b><u>FY06</u></b>	<b><u>FY07</u></b>	<b><u>FY08</u></b>	<b><u>FY09</u></b>	<b><u>FY10</u></b>	<b><u>FY11</u></b>
<b>Water &amp; Sewer Enterprise Fund</b>	<b>44.50</b>	<b>43.50</b>	<b>43.50</b>	<b>42.50</b>	<b>40.50</b>	<b>41.50</b>
<i>Water</i>	<i>39.50</i>	<i>38.50</i>	<i>38.50</i>	<i>37.50</i>	<i>35.50</i>	<i>36.50</i>
<i>Sewer</i>	<i>5.00</i>	<i>5.00</i>	<i>5.00</i>	<i>5.00</i>	<i>5.00</i>	<i>5.00</i>
<b>Recreation Revolving Fund</b>	<b>12.61</b>	<b>12.41</b>	<b>13.56</b>	<b>13.56</b>	<b>13.56</b>	<b>13.56</b>
<b>Golf Enterprise Fund</b>	<b>9.93</b>	<b>9.93</b>	<b>9.93</b>	<b>9.93</b>	<b>9.93</b>	<b>9.93</b>
<b>Community Development Block Grant</b>	<b>2.50</b>	<b>3.01</b>	<b>3.01</b>	<b>3.01</b>	<b>3.13</b>	<b>2.90</b>
<b>Handicapped Parking Fines Fund</b>	<b>0.32</b>	<b>0.32</b>	<b>0.32</b>	<b>0.32</b>	<b>0.32</b>	<b>0.32</b>
<b>Grants / Gifts</b>	<b>7.18</b>	<b>7.57</b>	<b>9.07</b>	<b>9.48</b>	<b>9.48</b>	<b>9.48</b>
<i>Police</i>	<i>1.00</i>	<i>1.00</i>	<i>1.00</i>	<i>1.00</i>	<i>1.00</i>	<i>1.00</i>
<i>Health Department</i>	<i>3.00</i>	<i>3.39</i>	<i>4.89</i>	<i>5.30</i>	<i>5.30</i>	<i>5.30</i>
<i>Council on Aging</i>	<i>3.18</i>	<i>3.18</i>	<i>3.18</i>	<i>3.18</i>	<i>3.18</i>	<i>3.18</i>
<b>NON-GENERAL FUND TOTAL</b>	<b>77.04</b>	<b>76.74</b>	<b>79.39</b>	<b>78.80</b>	<b>76.92</b>	<b>77.69</b>
<b>ALL FUNDS TOTAL</b>	<b>782.56</b>	<b>779.47</b>	<b>771.46</b>	<b>768.17</b>	<b>752.86</b>	<b>749.78</b>

**TOWN OF BROOKLINE  
FY2011 FINANCING PLAN**

**REVENUE GROUP: Overall Summary  
SUB-GROUP: Overall Summary**

**OVERALL SUMMARY**

Prior to 1981, Massachusetts local government budgets were controlled by expenditure projections. Property taxes were raised to the extent needed to finance the level of expenditures adopted by the local appropriating authority. In the early-1980's, tax limitation legislation, most notably Proposition 2 1/2, was enacted, making revenue limitations the beginning of the budget process. Municipal revenues consist of five primary sources: Property Taxes, State Aid, Local Receipts (excise taxes, fees, fines, etc.), Free Cash, and Enterprise / Revolving Funds. In Brookline, there are four primary funds that support operations: General Fund, Water and Sewer Enterprise Fund, Golf Course Enterprise Fund, and Recreation Revolving Fund. The General Fund is the largest, totaling \$202.87 million, or 89% of total Financial Plan revenues. Total Financial Plan revenue is \$228.35 million, which represents a decrease of \$134,733, or 0.1%. FY11 General Fund revenues are projected to decrease by \$1.18 million (0.6%) from the FY10 budgeted amounts. Operating revenue, which is basically General Fund revenue less one-time revenues that support the Capital Improvement Program (CIP), increases \$3.65 million, or 1.9%. The below left table summarizes where the increases and decreases come from while the below right table shows the calculation of Operating Revenue.

<b>SOURCE</b>	<b>\$ CHANGE (Millions)</b>	<b>% CHANGE</b>		<b>FY10</b>	<b>FY11</b>	<b>\$ Change</b>	<b>% Change</b>
Property Taxes	\$5.28	3.5%	Total General Fund Revenue	204,048,949	202,868,146	(1,180,803)	-0.6%
State Aid	-\$0.89	-5.4%	Less:				
Local Option Taxes	\$0.17	11.9%	SBA Reimbursements	3,267,371	3,267,371	0	0.0%
Parking Tickets	-\$0.29	-6.2%	Net Debt Exclusions	1,667,074	1,637,286	(29,787)	-1.8%
Building Permits	-\$0.20	-10.0%	Revenue for CIP	9,388,295	4,590,079	(4,798,216)	-51.1%
Motor Vehicle Excise	-\$0.15	-3.1%	Free Cash	7,053,295	4,590,079	(2,463,216)	-34.9%
Interest Income	-\$0.09	-13.5%	Tax Abatement Reserve Surplus	1,505,000	0	(1,505,000)	-100.0%
"Free Cash"	-\$2.46	-34.9%	Capital Project Surplus	830,000	0	(830,000)	-100.0%
Parking Meters	\$0.10	3.9%					
Enterprise Fund Reimb. to Gen. Fund	-\$0.37	-17.9%	<b>OPERATING REVENUE</b>	<b>189,726,209</b>	<b>193,373,409</b>	<b>3,647,200</b>	<b>1.9%</b>
Overlay Reserve Surplus	-\$1.51	-100.0%					
Capital Project Surplus	-\$0.83	-100.0%					
All Others	\$0.06	0.0%					
<b>TOTAL</b>	<b>-\$1.18</b>	<b>-0.6%</b>					

The State Aid figures used in this Financial Plan are partially based on the Governor's FY11 budget proposal, which was submitted on January 27th. He proposed a statewide increase in Chapter 70 Education Aid and level-funding of Unrestricted General Government Aid (UGGA). For Brookline, the Governor's proposal results in a total State Aid decrease of just \$53,314 (0.3%). However, due to uncertainty surrounding the prospects of the Governor's State Aid proposal being adopted by the Legislature, this Financial Plan does the following: (1) it follows the proposal to level-fund Brookline's Chapter 70 allocation and (2) assumes a 15% cut in UGGA instead of the Governor proposal to level-fund it. Since the final State Aid figures could be different by the time a final FY11 state budget is approved, there is the possibility of amendments to the Financial Plan.

A detailed description and analysis of the FY11 revenue items and related changes are found within the pages that follow.

<b>REVENUE SOURCE</b>	<b>FY2008 ACTUAL</b>	<b>FY2009 ACTUAL</b>	<b>FY2010 BUDGET</b>	<b>FY2010 ESTIMATE</b>	<b>FY2011 BUDGET</b>	<b>BUDGET INCREASE \$%</b>
Property Taxes *	135,811,901	147,273,068	152,681,998	152,681,998	157,961,458	5,279,460 3.5%
Local Receipts	24,524,074	22,455,149	20,357,125	20,481,500	19,868,475	(488,650) -2.4%
State Aid	18,946,277	17,962,793	16,536,492	16,536,492	15,644,111	(892,381) -5.4%
Free Cash	3,814,792	5,954,963	7,053,295	7,053,295	4,590,079	(2,463,216) -34.9%
Other Available Funds	8,603,612	5,986,333	7,420,039	7,420,039	4,804,023	(2,616,016) -35.3%
<b>General Fund Revenues</b>	<b>191,700,656</b>	<b>199,632,305</b>	<b>204,048,949</b>	<b>204,173,324</b>	<b>202,868,146</b>	<b>(1,180,803) -0.6%</b>
Water and Sewer Enterprise **	18,024,125	21,080,799	21,907,107	21,907,107	22,817,761	910,653 4.2%
Golf Enterprise **	880,062	1,005,796	1,079,851	1,079,851	1,069,978	(9,873) -0.9%
Recreation Revolving Fund **	1,299,758	1,522,454	1,450,926	1,450,926	1,596,216	145,290 10.0%
<b>Total Financial Plan Revenues</b>	<b>211,904,601</b>	<b>223,241,354</b>	<b>228,486,833</b>	<b>228,611,208</b>	<b>228,352,100</b>	<b>(134,733) -0.1%</b>

\* The figures provided for the FY08 and FY09 Property Tax Actuals represent the total levy, not actual collections

\*\* These figures are net of reimbursements to the General Fund, as those amounts are accounted for in the "Other Available Funds" category

TOWN OF BROOKLINE FY2011 FINANCING PLAN			REVENUE GROUP: Overall Summary SUB-GROUP: Overall Summary			
DETAILED REVENUE SUMMARY						
GENERAL FUND	FY08	FY09	FY10	FY11	FY11 vs FY10	
	ACTUAL	ACTUAL	BUDGET	BUDGET	\$\$	%
Property Taxes *	135,811,901	147,273,068	152,681,998	157,961,458	5,279,460	3.5%
Local Receipts	24,524,074	22,455,149	20,357,125	19,868,475	(488,650)	-2.4%
Motor Vehicle Excise (MVE)	5,291,912	5,027,901	4,850,000	4,700,000	(150,000)	-3.1%
Local Option Taxes	742,744	788,531	1,385,000	1,550,000	165,000	11.9%
Licenses & Permits	942,811	944,011	975,475	986,975	11,500	1.2%
Parking / Court Fines	4,690,251	4,674,987	4,690,000	4,400,000	(290,000)	-6.2%
General Government	4,866,555	3,610,091	2,518,500	2,352,500	(166,000)	-6.6%
Interest Income	2,374,433	1,333,712	693,500	600,000	(93,500)	-13.5%
PILOTs	907,315	1,021,504	816,650	880,000	63,350	7.8%
Refuse Fee	2,650,476	2,654,048	2,600,000	2,600,000	0	0.0%
Departmental & Other	2,057,577	2,400,364	1,828,000	1,799,000	(29,000)	-1.6%
State Aid	18,946,277	17,962,793	16,536,492	15,644,111	(892,381)	-5.4%
General Government Aid	8,654,772	7,823,623	5,793,046	4,894,253	(898,793)	-15.5%
School Aid	6,686,568	6,708,031	7,331,100	7,338,546	7,446	0.1%
School Construction Aid	3,442,794	3,267,372	3,267,371	3,267,371	0	0.0%
Tax Abatement Aid	41,394	40,901	41,896	41,905	9	0.0%
Offset Aid	120,749	122,866	103,079	102,036	(1,043)	-1.0%
Other Available Funds	8,603,612	5,986,333	7,420,039	4,804,023	(2,616,016)	-35.3%
Parking Meter Receipts	2,495,486	2,500,000	2,550,000	2,650,000	100,000	3.9%
Walnut Hill Cemetery Fund	100,000	50,000	50,000	50,000	0	0.0%
State Aid for Libraries	41,555	41,555	41,555	41,555	0	0.0%
Golf Enterprise Fund Reimb.	373,004	179,064	186,349	181,222	(5,127)	-2.8%
Recreation Revolving Fund Reimb.	186,355	198,027	210,870	200,784	(10,086)	-4.8%
Water and Sewer Enterprise Fund Reimb.	4,513,660	1,877,687	2,046,265	1,680,462	(365,803)	-17.9%
Tax Abatement Reserve Surplus	850,000	0	1,505,000	0	(1,505,000)	-100.0%
Capital Project Surplus	43,552	590,000	830,000	0	(830,000)	-100.0%
Sale of Town-owned Land	0	550,000	0	0	0	-
Free Cash	3,814,792	5,954,963	7,053,295	4,590,079	(2,463,216)	-34.9%
Capital Improvements	2,891,385	5,020,852	3,121,351	3,670,340	548,989	17.6%
Operating Budget Reserve	418,778	436,636	458,547	464,239	5,692	1.2%
Strategic Reserves / Other Spec Approp's	504,629	497,475	3,473,397	455,500	(3,017,897)	-86.9%
TOTAL GENERAL FUND REVENUE	191,700,656	199,632,305	204,048,949	202,868,146	(1,180,803)	-0.6%
ENTERPRISE FUND / REVOLVING FUND REVENUE						
Water and Sewer Enterprise Fund **	18,024,125	21,080,799	21,907,107	22,817,761	910,653	4.2%
Golf Course Enterprise Fund **	880,062	1,005,796	1,079,851	1,069,978	(9,873)	-0.9%
Recreation Revolving Fund **	1,299,758	1,522,454	1,450,926	1,596,216	145,290	10.0%
TOTAL ENTERPRISE / REVOLVING FUND REVENUE	20,203,945	23,609,049	24,437,884	25,483,954	1,046,070	4.3%
TOTAL REVENUES	211,904,601	223,241,354	228,486,833	228,352,100	(134,733)	-0.1%

\* The figures provided for the FY08 and FY09 Property Tax Actuals represent the total levy, not actual collections.

\*\* These figures are net of Reimbursements to the General Fund, as those amounts are accounted for in the "Other Available Funds" category.



**TOWN OF BROOKLINE  
FY2011 FINANCING PLAN**

**REVENUE GROUP: Overall Summary  
SUB-GROUP: Overall Summary - By Fund**

**FY2011 REVENUE BY FUND**

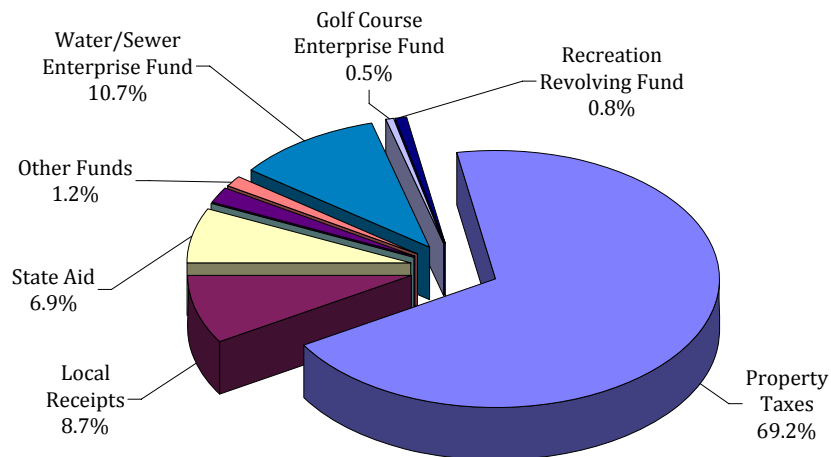
	General Fund <sup>1</sup>	Water & Sewer Enterprise Fund	Golf Enterprise Fund	Recreation Revolving Fund	Parking Meter Fund <sup>2</sup>	Cemetery Fund <sup>2</sup>	State Library Aid <sup>2</sup>	TOTAL
Property Taxes	157,961,458							157,961,458
Local Receipts	19,868,475							19,868,475
State Aid	15,644,111							15,644,111
Parking Meter Receipts					2,650,000			2,650,000
Walnut Hill Cemetery Fund						50,000		50,000
State Aid for Libraries							41,555	41,555
Golf Enterprise Fund Reimbursement			181,222					181,222
Recreation Revolving Fund Reimbursement				200,784				200,784
Water and Sewer Enterprise Fund Reimbursement		1,680,462						1,680,462
Tax Abatement Reserve Surplus								
Capital Project Surplus								
Sale of Town-owned Land Fund								
Free Cash	4,590,079							4,590,079
<b>TOTAL GENERAL FUND</b>	<b>198,064,123</b>	<b>1,680,462</b>	<b>181,222</b>	<b>200,784</b>	<b>2,650,000</b>	<b>50,000</b>	<b>41,555</b>	<b>202,868,146</b>
Water and Sewer Enterprise Fund <sup>3</sup>		22,817,761						22,817,761
Golf Course Enterprise Fund <sup>3</sup>			1,069,978					1,069,978
Recreation Revolving Fund <sup>3</sup>				1,596,216				1,596,216
<b>TOTAL FINANCIAL PLAN</b>	<b>198,064,123</b>	<b>24,498,222</b>	<b>1,251,200</b>	<b>1,797,000</b>	<b>2,650,000</b>	<b>50,000</b>	<b>41,555</b>	<b>228,352,100</b>

<sup>1</sup> Includes revenue from property taxes, local receipts, state aid, and Free Cash (not the "Other Available Funds" category).

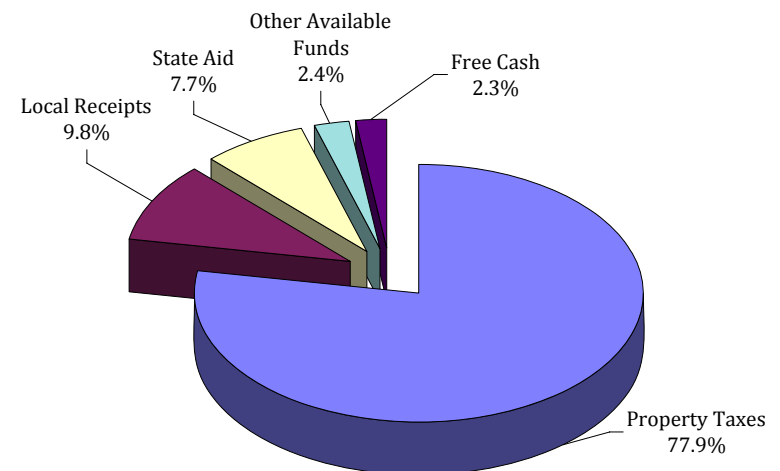
<sup>2</sup> The revenue from these funds are transferred into the General Fund.

<sup>3</sup> These are net of Reimbursements to the General Fund, as those amounts are accounted for in the "Reimbursement" figures listed under the General Fund.

**FY11 TOTAL REVENUE COMPOSITION**

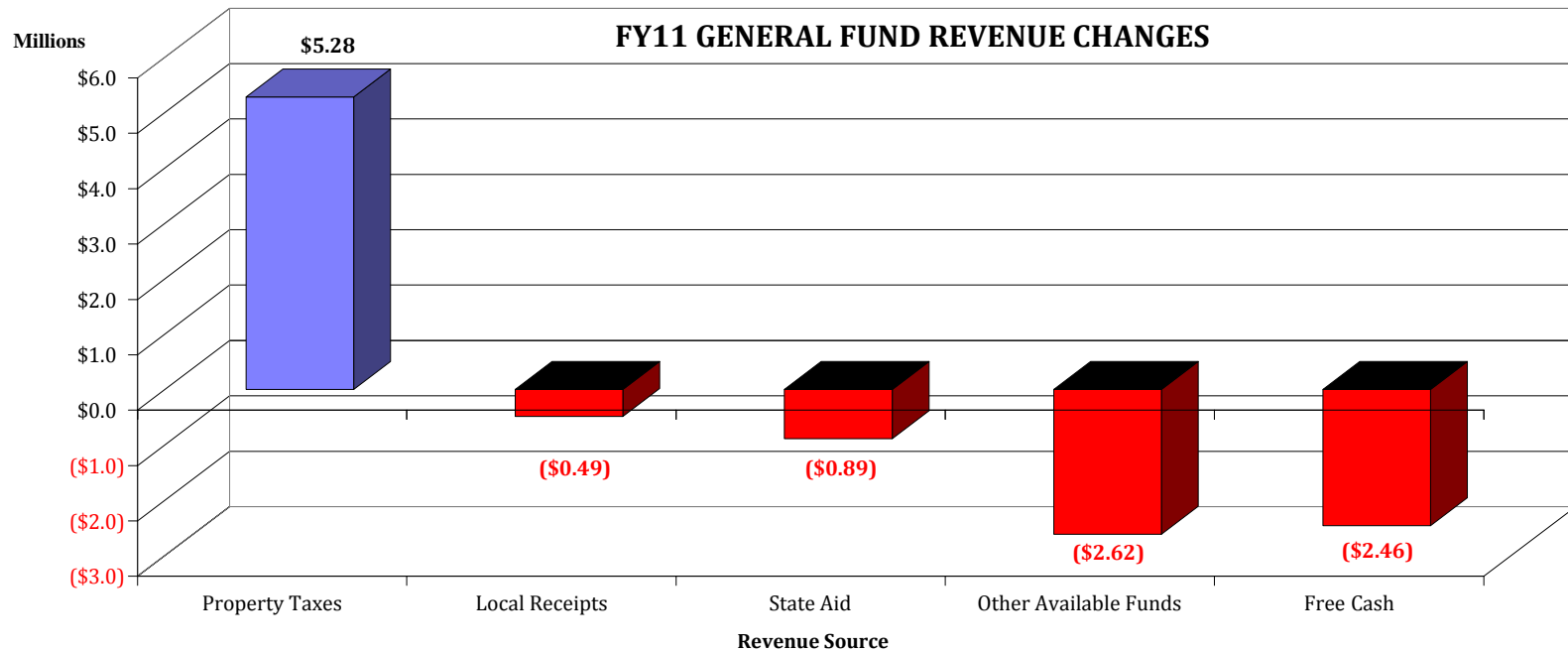
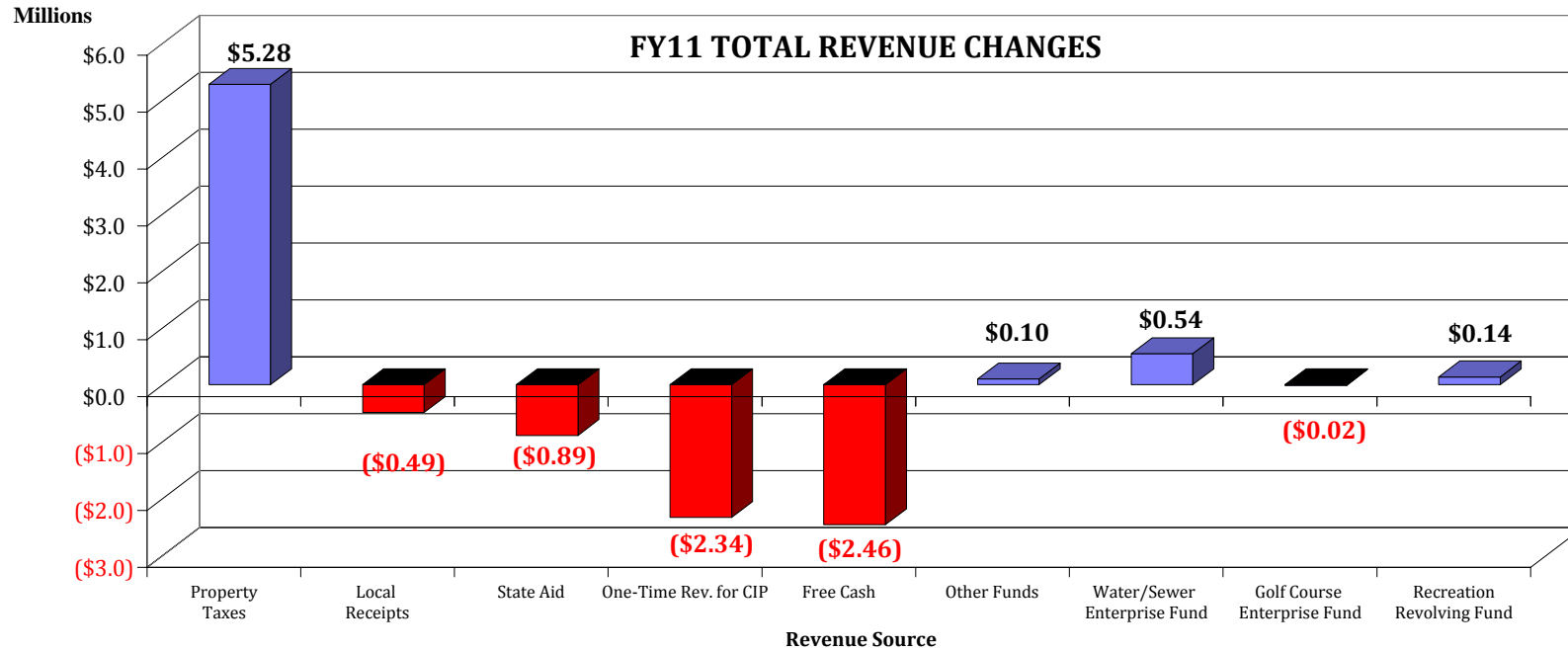


**FY11 GENERAL FUND REVENUE COMPOSITION**



**TOWN OF BROOKLINE  
FY2011 FINANCING PLAN**

**REVENUE GROUP: Overall Summary  
SUB-GROUP: Overall Summary - Versus FY2010**



## TOTAL REVENUES

\$ (millions)  
% of General Fund Budget

REVENUE SOURCE	FY81	FY82	FY02 ACT.	FY03 ACT.	FY04 ACT.	FY05 ACT.	FY06 ACT.	FY07 ACT.	FY08 ACT.	FY09 ACT.	FY10 BUD.	FY11 BUD.
<b>PROPERTY TAX</b>	\$45.8 76.4%	\$40.8 71.0%	\$103.7 64.2%	\$108.2 66.1%	\$114.2 69.6%	\$119.5 67.8%	\$121.8 69.6%	\$128.9 69.8%	\$133.8 70.5%	\$146.5 73.7%	\$152.7 74.8%	\$158.0 77.9%
<b>LOCAL RECEIPTS</b>	\$3.8 6.4%	\$5.3 9.2%	\$19.4 12.0%	\$23.0 14.0%	\$19.0 11.6%	\$21.2 12.0%	\$23.0 13.1%	\$23.3 12.6%	\$24.5 12.9%	\$22.5 11.3%	\$20.4 10.0%	\$19.9 9.8%
<b>STATE AID</b>	\$5.5 9.2%	\$7.2 12.5%	\$20.0 12.4%	\$19.1 11.6%	\$17.3 10.5%	\$17.4 9.9%	\$18.0 10.3%	\$18.0 9.8%	\$18.9 10.0%	\$18.0 9.0%	\$16.5 8.1%	\$15.6 7.7%
<b>FEDERAL REVENUE SHARING</b>	\$1.1 1.8%	\$1.0 1.7%	\$0.0 0.0%	\$0.0 0.0%	\$0.0 0.0%	\$0.0 0.0%	\$0.0 0.0%	\$0.0 0.0%	\$0.0 0.0%	\$0.0 0.0%	\$0.0 0.0%	\$0.0 0.0%
<b>FREE CASH</b>	\$3.4 5.7%	\$2.7 4.7%	\$11.5 7.1%	\$5.3 3.2%	\$5.6 3.4%	\$7.0 4.0%	\$4.6 2.6%	\$5.4 2.9%	\$3.8 2.0%	\$6.0 3.0%	\$7.1 3.5%	\$4.6 2.3%
<b>OTHER AVAIL. FUNDS</b>	\$0.3 0.5%	\$0.5 0.9%	\$6.8 4.2%	\$8.3 5.1%	\$7.9 4.8%	\$11.1 6.3%	\$7.7 4.4%	\$8.9 4.8%	\$8.6 4.5%	\$6.0 3.0%	\$7.4 3.6%	\$4.8 2.4%
<b>GENERAL FUND BUDGET TOTAL</b>	\$59.9	\$57.5	\$161.4	\$163.9	\$164.1	\$176.3	\$175.0	\$184.5	\$189.7	\$198.9	\$204.0	\$202.9
<b>WATER &amp; SEWER ENT FUND (1)</b>	\$2.1	\$2.9	\$13.3	\$14.2	\$15.0	\$15.7	\$15.9	\$17.7	\$18.0	\$21.1	\$21.9	\$22.8
<b>GOLF COURSE ENT FUND (1)</b>	\$0.0	\$0.0	\$0.8	\$0.6	\$0.8	\$0.8	\$0.8	\$0.8	\$0.9	\$1.0	\$1.1	\$1.1
<b>RECREATION REVOLVING FUND (1)</b>	\$0.0	\$0.0	\$0.5	\$0.6	\$0.6	\$0.8	\$0.8	\$1.0	\$1.3	\$1.5	\$1.5	\$1.6
<b>TOTAL FINANCIAL PLAN</b>	\$62.0	\$60.4	\$176.0	\$179.3	\$180.5	\$193.6	\$192.6	\$204.0	\$209.9	\$222.5	\$228.5	\$228.4

(1) These figures are net of Reimbursements to the General Fund, as those amounts are accounted for in the "Other Available Funds" category.

**ANNUAL REVENUE CHANGES BY SOURCE**  
**\$ (millions)**

REVENUE SOURCE	FY82	FY02 ACT.	FY03 ACT.	FY04 ACT.	FY05 ACT.	FY06 ACT.	FY07 ACT.	FY08 ACT.	FY09 ACT.	FY10 BUDGET	FY11 BUDGET
PROPERTY TAX	(\$5.1) -11.1%	\$4.1 4.2%	\$4.5 4.4%	\$6.0 5.5%	\$5.3 4.6%	\$2.3 1.9%	\$7.1 5.8%	\$5.0 3.9%	\$12.7 9.5%	\$6.1 4.2%	\$5.3 3.5%
LOCAL RECEIPTS	\$1.5 39.1%	(\$2.8) -12.5%	\$3.6 18.4%	(\$3.9) -17.1%	\$2.2 11.5%	\$1.8 8.3%	\$0.3 1.3%	\$1.2 5.3%	(\$2.1) -8.4%	(\$2.1) -9.3%	(\$0.5) -2.4%
STATE AID	\$1.7 31.1%	\$0.7 3.4%	(\$0.9) -4.6%	(\$1.8) -9.3%	\$0.1 0.7%	\$0.5 3.1%	\$0.1 0.4%	\$0.9 5.1%	(\$1.0) -5.2%	(\$1.4) -7.9%	(\$0.9) -5.4%
FEDERAL REVENUE SHARING	(\$0.1) -5.5%	\$0.0 0.0%	\$0.0 0.0%	\$0.0 0.0%	\$0.0 0.0%	\$0.0 0.0%	\$0.0 0.0%	\$0.0 0.0%	\$0.0 0.0%	\$0.0 0.0%	\$0.0 0.0%
FREE CASH	(\$0.6) -17.9%	\$6.7 139.8%	(\$6.3) -54.4%	\$0.3 6.5%	\$1.4 24.3%	(\$2.4) -33.9%	\$0.8 17.0%	(\$1.6) -29.2%	\$2.1 56.1%	\$1.1 18.4%	(\$2.5) -34.9%
OTHER AVAIL. FUNDS	\$0.2 70.8%	\$0.2 3.6%	\$1.6 22.9%	(\$0.5) -5.4%	\$3.2 41.0%	(\$3.4) -30.8%	\$1.3 16.3%	(\$0.3) -3.8%	(\$2.6) -30.4%	\$1.4 23.9%	(\$2.6) -35.3%
GENERAL FUND BUDGET TOTAL	(\$2.4) -4.1%	\$9.0 5.9%	\$2.5 1.5%	\$0.2 0.1%	\$12.2 7.4%	(\$1.2) -0.7%	\$9.5 5.4%	\$5.2 2.8%	\$9.2 4.8%	\$5.1 2.6%	(\$1.2) -0.6%
WATER & SEWER ENT FUND (1)	\$0.9 41.0%	(\$3.7) -21.6%	\$0.9 6.8%	\$0.8 5.8%	\$0.7 4.7%	\$0.1 0.9%	\$1.8 11.5%	\$0.3 1.8%	\$3.1 17.0%	\$0.8 3.9%	\$0.9 4.2%
GOLF COURSE ENT FUND (1)	\$0.0 0.0%	(\$0.1) -14.3%	(\$0.2) -23.0%	\$0.2 25.3%	\$0.0 5.4%	(\$0.0) -2.2%	\$0.0 0.2%	\$0.1 6.2%	\$0.1 9.7%	\$0.1 4.9%	(\$0.0) -0.9%
RECREATION REVOLVING FUND (1)	\$0.0 0.0%	\$0.2 42.4%	\$0.1 15.4%	\$0.0 7.4%	\$0.1 17.9%	\$0.1 8.9%	\$0.2 0.1%	\$0.3 0.2%	\$0.2 0.1%	(\$0.1) 0.0%	\$0.1 10.0%
TOTAL FINANCIAL PLAN	(\$1.5) -2.6%	\$5.4 3.1%	\$3.3 1.9%	\$1.2 0.7%	\$13.1 7.2%	(\$1.0) -0.5%	\$11.5 6.0%	\$5.9 2.9%	\$12.6 6.0%	\$6.0 2.7%	(\$0.1) -0.1%

(1) These figures are net of Reimbursements to the General Fund, as those amounts are accounted for in the "Other Available Funds" category.

**PROPERTY TAX**

Property tax is the primary source of revenue for virtually every Massachusetts municipality. In Brookline, Property taxes represent 78% of General Fund revenues. Property taxes are levied on real property (land and buildings) and personal property (equipment) used by Brookline's non-manufacturing business firms. State law mandates that communities update their property values every three years and obtain state certification that such values represent full and fair cash value. A comprehensive town-wide revaluation was completed in FY09, with the next one scheduled for FY12.

Under the provisions of Proposition 2 1/2, property taxes, in the aggregate, may not exceed 2 1/2% of their "full and fair cash value". This limit is known as the "levy ceiling". In addition, annual levy increases may not exceed 2 1/2% more than the previous year's levy plus the "New Growth" in taxes added from any new properties, renovations to existing properties, or condominium conversions added to the tax rolls. This is known as the "levy limit". Any Proposition 2 1/2 override or debt exclusion amounts voted are added to the levy limit while all related school construction reimbursements from the State (SBA) are similarly subtracted.

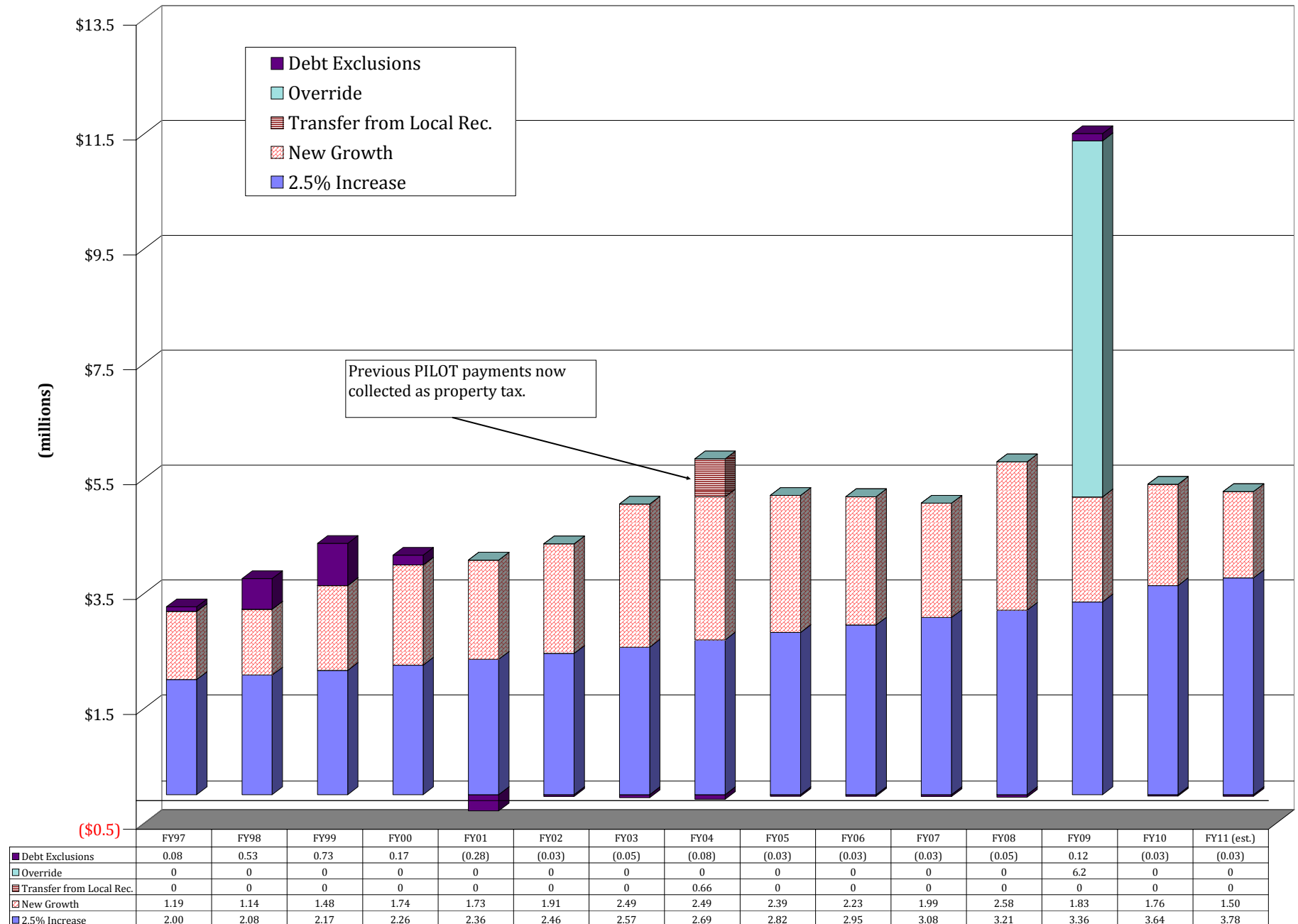
Property values and New Growth for FY11 are preliminary estimates used to project the levy limit. The FY11 maximum allowable levy is projected to total \$157,961,458, representing an increase of \$5,279,460 (3.5%) over the FY10 Levy. The figures below detail how the estimated FY11 levy is calculated:

FY10 LEVY LIMIT	\$151,047,972
<u>PROP. 2 1/2 INCREASE</u>	<u>\$3,776,199</u>
SUB-TOTAL	\$154,824,171
<u>NEW GROWTH (est.)</u>	<u>\$1,500,000</u>
ESTIMATED FY11 LEVY LIMIT	\$156,324,171
DEBT EXCLUSIONS	\$4,317,532
<u>STATE SCHOOL BLDG ASSISTANCE (SBA) REIMB'S</u>	<u>(\$2,680,246)</u>
NET DEBT EXCLUSIONS	\$1,637,286
FY11 TOTAL PROPERTY TAX LEVY	\$157,961,458

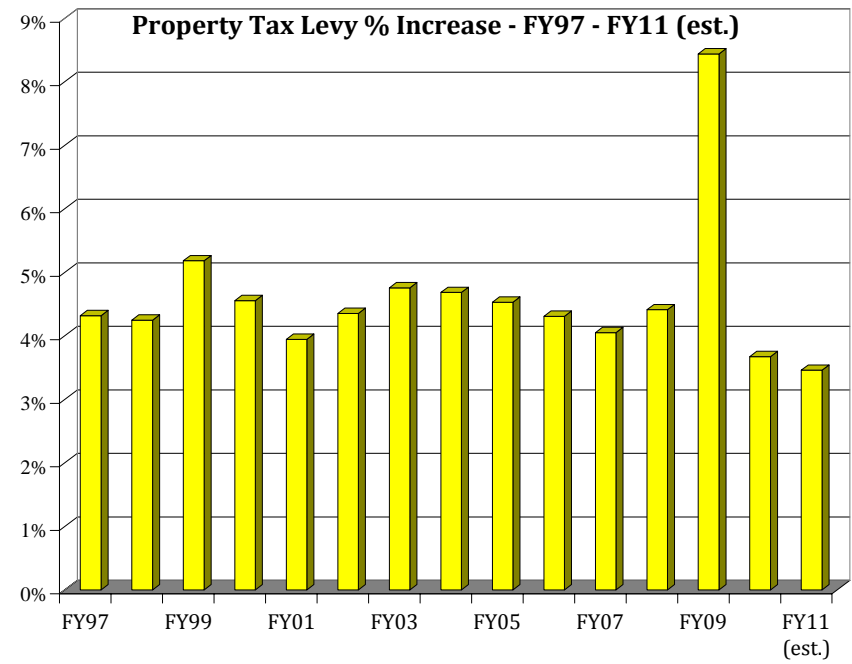
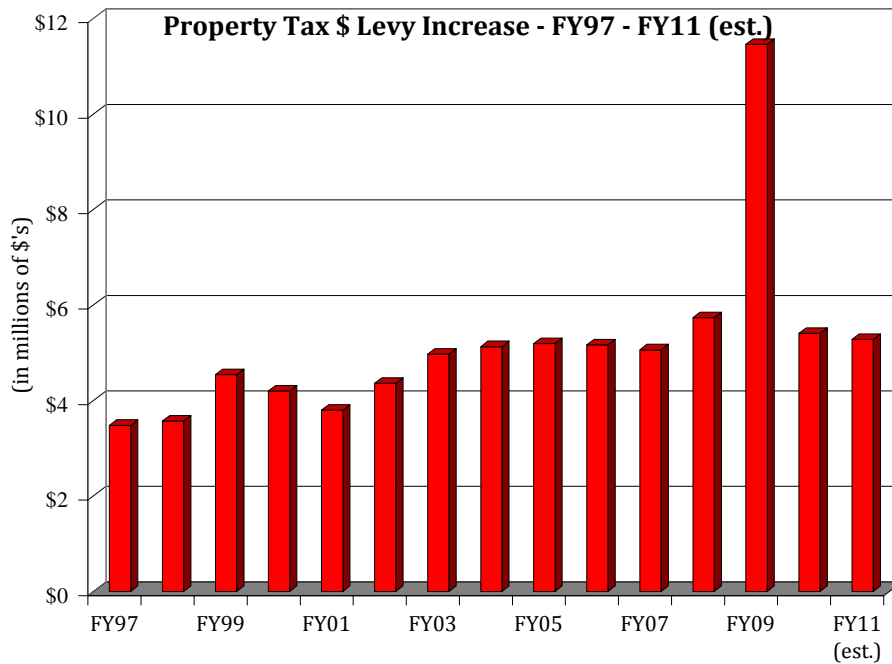
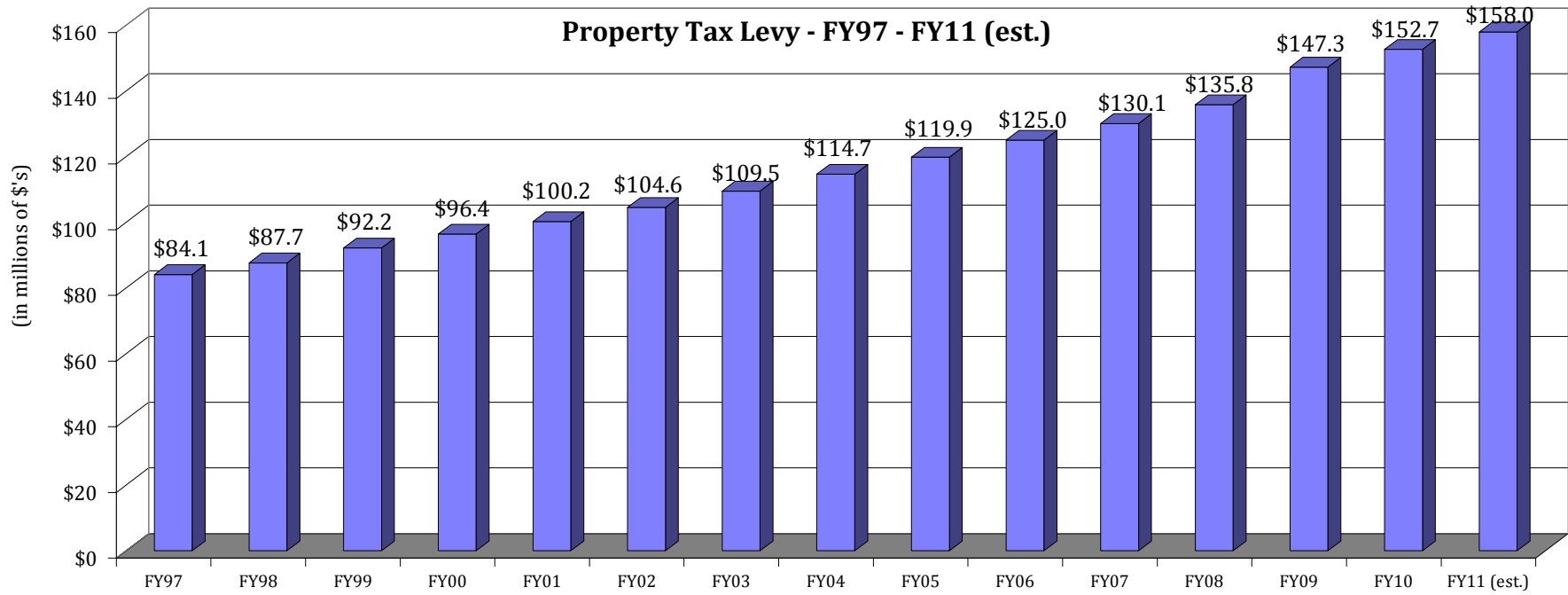
The following pages provide historical information on levy composition, collections, levy growth, and assessed values / tax bills.

REVENUE SOURCE	FY2008 LEVY CALC.	FY2009 LEVY CALC.	FY2010 BUDGET	FY2010 ESTIMATE	FY2011 BUDGET	BUDGET INCREASE \$\$ %
Prior Year Levy Limit	128,463,616	134,259,886	145,644,644	145,644,644	151,047,972	
2.5% Increase	3,211,590	3,356,497	3,641,116	3,641,116	3,776,199	
New Growth	2,584,680	1,828,261	1,762,212	1,762,212	1,500,000	
Override	0	6,200,000	0	0	0	
Net Debt Exclusions	1,568,947	1,692,697	1,667,074	1,667,074	1,637,286	
(less) Excess Capacity	(16,932)	(64,273)	(33,048)	(33,048)	0	
Total Property Tax Levy	135,811,901	147,273,068	152,681,998	152,681,998	157,961,458	5,279,460 3.5%

**COMPOSITION OF ANNUAL GROWTH IN THE PROPERTY TAX LEVY - FY97-FY11 (est.)**



TOWN OF BROOKLINE FY2011 FINANCING PLAN					FUND: General Fund		REVENUE GROUP: Property Tax SUB-GROUP: Property Tax	
PROPERTY TAXES COLLECTIONS AND UNPAID BALANCES FOR FISCAL YEARS ENDED JUNE 30								
Fiscal Year	Real Estate and Pers. Property Levy	(1) Collections As Of Base Yr End	% As Of Base Yr End	Uncollected Bal As Of Base Yr End	(2) Cumulative Pr Yr Collections Yr End As Of Dec 31, 2009	Uncollected Real Estate, Pers. Prop., & Tax Title As Of Dec 31, 2009	% Collected As As Of Dec 31, 2009	(3) Tax Titles / Foreclosures Receivable As of Yr-End
1995	77,700,314	75,817,926	97.6%	1,882,388	1,882,388	0	100.0%	1,203,962
1996	80,893,488	79,015,942	97.7%	1,877,546	1,877,546	0	100.0%	1,832,383
1997	84,086,279	82,401,669	98.0%	1,684,610	1,684,610	0	100.0%	861,700
1998	87,880,687	86,352,738	98.3%	1,527,949	1,527,949	0	100.0%	852,386
1999	92,203,063	91,376,684	99.1%	826,379	826,379	0	100.0%	384,660
2000	96,399,645	95,425,278	99.0%	974,367	974,367	0	100.0%	446,610
2001	100,217,510	99,792,628	99.6%	424,882	424,882	0	100.0%	437,625
2002	104,560,815	104,041,776	99.5%	519,039	439,286	79,753	99.9%	396,040
2003	109,532,058	108,596,481	99.1%	935,577	890,542	45,035	100.0%	545,592
2004	114,660,482	113,242,093	98.8%	1,418,389	1,418,389	0	100.0%	657,047
2005	119,871,025	118,861,627	99.2%	1,009,398	873,022	136,375	99.9%	602,897
2006	125,192,168	123,383,654	98.6%	1,808,515	1,706,634	101,881	99.9%	909,734
2007	130,078,303	129,277,684	99.4%	800,619	630,222	170,397	99.9%	873,404
2008	135,822,982	134,144,599	98.8%	1,678,383	1,398,152	280,231	99.8%	1,306,938
2009	147,285,266	145,749,715	99.0%	1,535,551	(183,579)	1,719,130	98.8%	1,265,379
<div>1. Accounts Receivable Balance on June 30 of Base Year.</div> <div>2. Each year-end sum of activities is added to the previous year. This column changes every year until the uncollected balance is \$0. The balance may equal the Tax Title balance for that year.</div> <div>3. Base Year Tax Title amount.</div>								





TOWN OF BROOKLINE FY2011 FINANCING PLAN					FUND: General Fund		REVENUE GROUP: Property Tax SUB-GROUP: Property Tax			
ASSESSED VALUE AND TAX BILL HISTORIES										
DESCRIPTION	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10
Median Single Family Assessed Value	602,000	667,000	756,750	837,050	903,850	1,017,100	1,023,550	986,900	1,017,000	1,022,400
% Change	15.1%	10.8%	13.5%	10.6%	8.0%	12.5%	0.6%	-3.6%	3.0%	0.5%
Median Two Family Assessed Value	548,650	592,800	702,000	777,900	837,200	950,000	950,900	932,450	953,200	956,100
% Change	16.4%	8.0%	18.4%	10.8%	7.6%	13.5%	0.1%	-1.9%	2.2%	0.3%
Median Three Family Assessed Value	577,400	624,800	786,500	870,250	931,150	1,088,000	1,102,900	1,078,450	1,113,200	1,115,150
% Change	17.6%	8.2%	25.9%	10.6%	7.0%	16.8%	1.4%	-2.2%	3.2%	0.2%
Median Condo Assessed Value	231,300	257,000	322,200	346,900	373,700	411,400	424,800	411,450	423,500	423,000
% Change	16.5%	11.1%	25.4%	7.7%	7.7%	10.1%	3.3%	-3.1%	2.9%	-0.1%
Median Commercial Assessed Value	547,000	655,700	738,400	790,100	875,000	943,500	914,300	971,500	1,015,600	1,033,800
% Change	9.6%	19.9%	12.6%	7.0%	10.7%	7.8%	-3.1%	6.3%	4.5%	1.8%
Median Single Family Tax Bill	6,809	7,247	7,057	7,412	7,716	8,137	8,341	8,437	9,130	9,429
% Change	4.4%	6.4%	-2.6%	5.0%	4.1%	5.5%	2.5%	1.2%	8.2%	3.3%
Median Two Family Tax Bill	6,091	6,290	6,443	6,783	7,034	7,497	7,634	7,883	8,448	8,701
% Change	5.9%	3.3%	2.4%	5.3%	3.7%	6.6%	1.8%	3.3%	7.2%	3.0%
Median Three Family Tax Bill	6,478	6,703	7,391	7,765	7,995	8,815	9,113	9,369	10,158	10,446
% Change	7.1%	3.5%	10.3%	5.1%	3.0%	10.2%	3.4%	2.8%	8.4%	2.8%
Median Condo Tax Bill	1,820	1,958	2,186	2,202	2,292	2,353	2,515	2,579	2,786	2,853
% Change	6.5%	7.6%	11.6%	0.7%	4.1%	2.6%	6.9%	2.6%	8.0%	2.4%
Median Commercial Tax Bill	12,100	13,816	13,424	13,637	14,534	14,587	14,519	16,224	17,590	18,402
% Change	-1.1%	14.2%	-2.8%	1.6%	6.6%	0.4%	-0.5%	11.7%	8.4%	4.6%
Residential Tax Rate (per \$1,000 of value)	13.46	12.90	11.21	10.63	10.23	9.55	9.73	10.18	10.69	10.97
Commercial Tax Rate (per \$1,000 of value)	22.12	21.07	18.18	17.26	16.61	15.46	15.88	16.70	17.32	17.80
NOTE: Assumes the homeowner is eligible for the Residential Exemption.										

**LOCAL RECEIPTS SUMMARY**

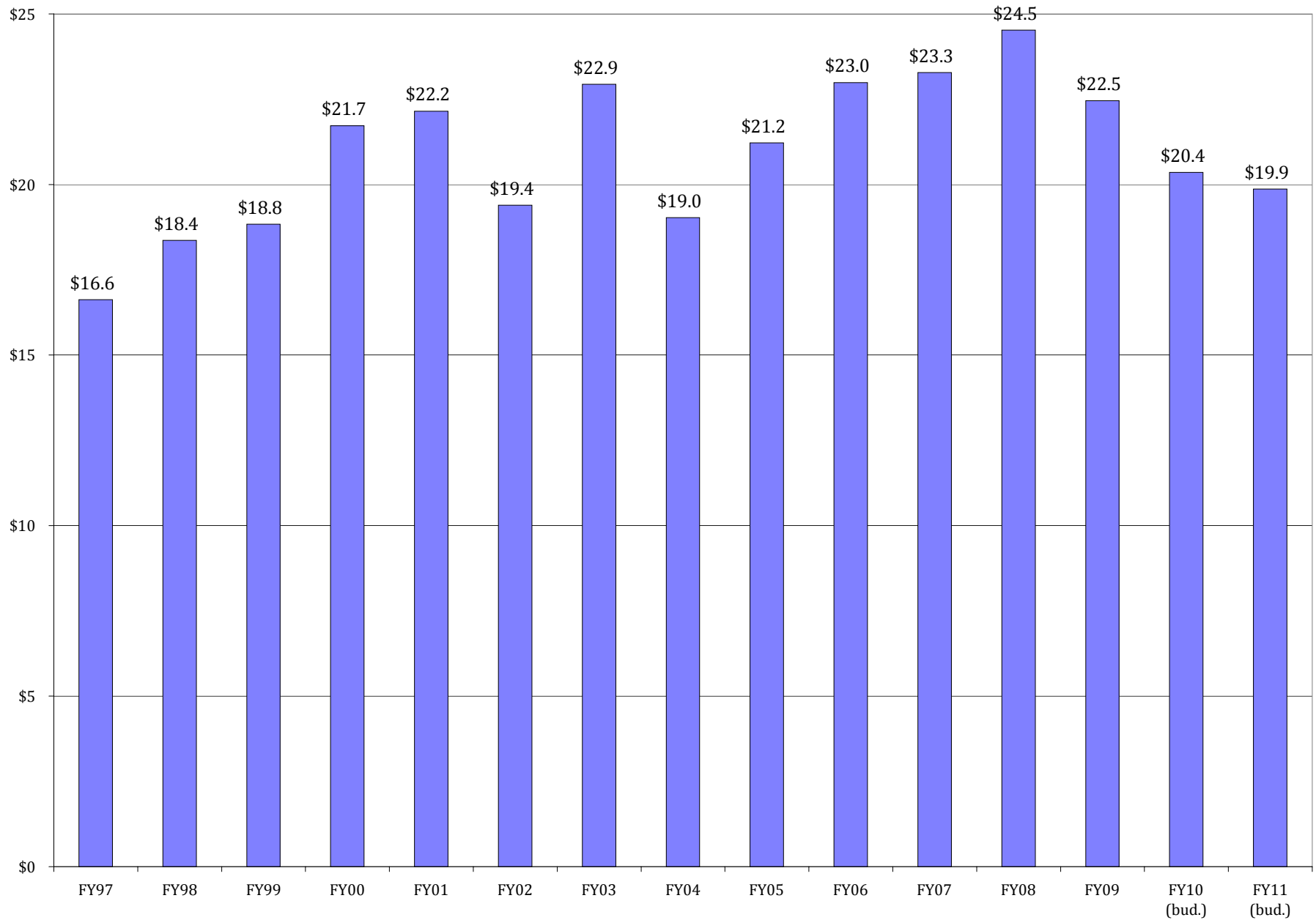
Local Receipts, estimated to add \$19.87 million to the Town's revenue stream, represent 9.8% of total General Fund revenues. They include motor vehicle excise, local option taxes, fees, fines, charges for licenses and permits, violations, investment earnings, and other similar non-tax type items. These items are reviewed by departments to ensure that they continue to cover their fair share of the related administrative costs and are in accordance with the policies adopted by the respective oversight boards and commissions. They are projected to decrease \$488,650 (2.4%). A summary of all changes are as follows:

- 1.) **Local Option Taxes** - increase \$165,000 (11.9%) to reflect a full year's assessment of the local meals excise tax and of the increase to 6% in the lodging excise tax voted by Town Meeting in FY10. In FY10, eight months of meals tax and eight months of the increased lodging tax will be collected.
- 2.) **Payment in Lieu of Taxes (PILOTs)** - increase \$63,350 (7.8%) and reflects the remaining Ch. 121A agreements.
- 3.) **Licenses / Permits** - increase \$11,150 (1.2%).
- 4.) **Parking and Court Fines** - decrease \$290,000 (6.2%) to \$4.4 million.
- 5.) **General Government** - this category decreases \$166,000 (6.6%) to \$2.35 million due primarily to a \$200,000 (10%) decline in Building Permits, partially offset by increases in DAS Fees (\$30,000, 100%) and Benefit Reimbursements (\$15,000, 8.3%).
- 6.) **Motor Vehicle Excise (MVE)** - decreases \$150,000 (3.1%) to \$4.7 million.
- 7.) **Interest Income** - decreases \$93,500 (13.5%) to \$600,000, a reflection of the current, and projected, interest rate environment.
- 8.) **Departmental and Other** - decreases \$29,000 (1.6%) to \$1.8 million because of the loss of the revenue from (and the expense for) the Credit Card Convenience Fees associated with on-line parking tickets (\$60,000, 100%), a decrease in Public Safety revenue (\$17,000, 18.5%), a reduction in Pension Reimbursement (\$8,000, 33.3%), and a decrease in Public Works (\$2,000, 2.5%). These are partially offset by increases in CATV revenue (\$50,000, 9.5%) and Parking Fees (\$8,000, 1.7%).

Further details of these and other revenue sources are discussed on the following pages.

REVENUE SOURCE	FY2008 ACTUAL	FY2009 ACTUAL	FY2010 BUDGET	FY2010 ESTIMATE	FY2011 BUDGET	BUDGET INCREASE \$% %	
Motor Vehicle Excise	5,291,912	5,027,901	4,850,000	4,700,000	4,700,000	(150,000)	-3.1%
Local Option Taxes	742,744	788,531	1,385,000	1,310,000	1,550,000	165,000	11.9%
Licenses and Permits	942,811	944,011	975,475	1,007,500	986,975	11,500	1.2%
Parking and Court Fines	4,690,251	4,674,987	4,690,000	4,400,000	4,400,000	(290,000)	-6.2%
General Government	4,866,555	3,610,091	2,518,500	2,652,000	2,352,500	(166,000)	-6.6%
Interest Income	2,374,433	1,333,712	693,500	740,000	600,000	(93,500)	-13.5%
In Lieu of Tax Payments	907,315	1,021,504	816,650	997,000	880,000	63,350	7.8%
Refuse Fees	2,650,476	2,654,048	2,600,000	2,650,000	2,600,000	0	0.0%
Departmental and Other	2,057,577	2,400,364	1,828,000	2,025,000	1,799,000	(29,000)	-1.6%
Total	24,524,074	22,455,149	20,357,125	20,481,500	19,868,475	(488,650)	-2.4%

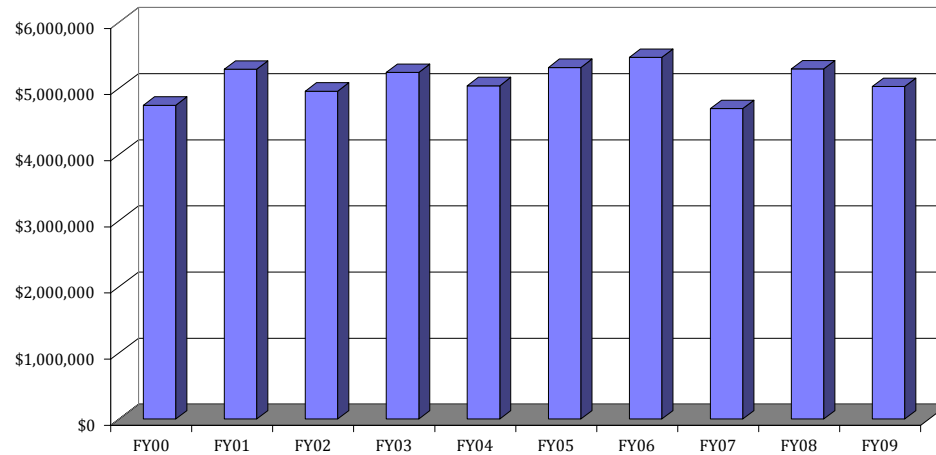
**15-YEAR LOCAL RECEIPT HISTORY (in millions)**



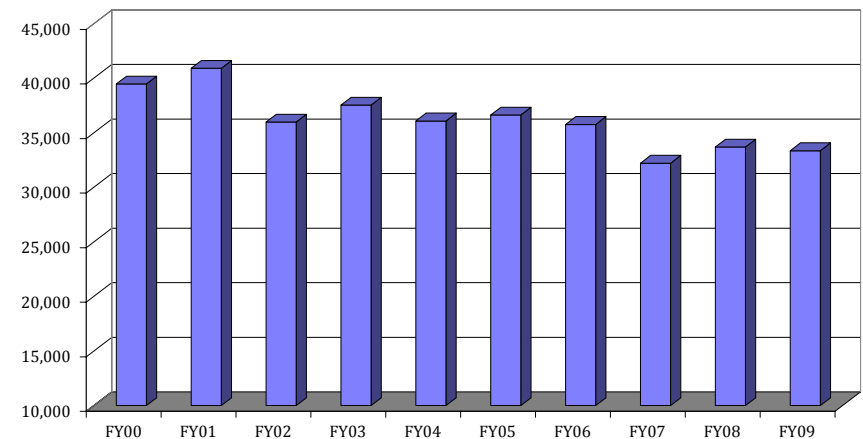
**MOTOR VEHICLE EXCISE**

State law establishes the Motor Vehicle Excise (MVE) tax rate. Proposition 2 1/2 set the rate of \$25 per \$1,000 in automobile value. In the first year of ownership, the rate of \$25 per \$1,000 is assessed on 90% of the value of the vehicle; in year two, it is 60%; in year three, it is 40%; in year four, it is 25%; and in year five and thereafter, it is 10%. The actual billings are prepared by the Registry of Motor Vehicles (RMV) and then turned over to the Town for printing, distribution, and collection. The MVE tax is the Town's largest local receipt source and is expected to generate \$4.7 million in FY11, an amount that is \$150,000 (3.1%) below FY10.

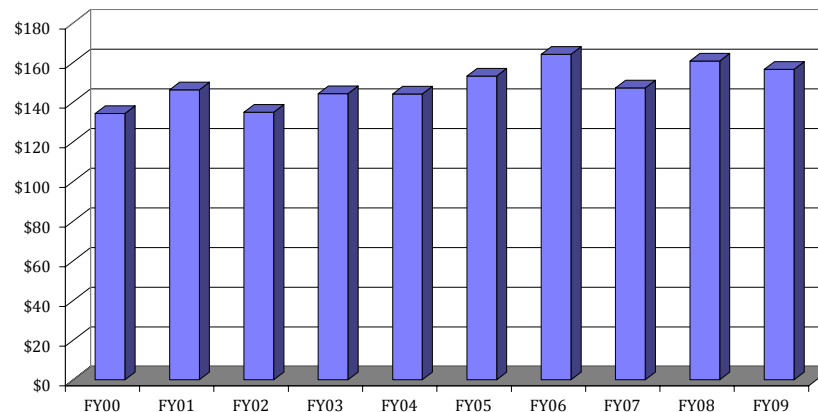
**MVE COLLECTIONS**



**NUMBER OF MVE BILLS**



**AVERAGE MVE BILL**



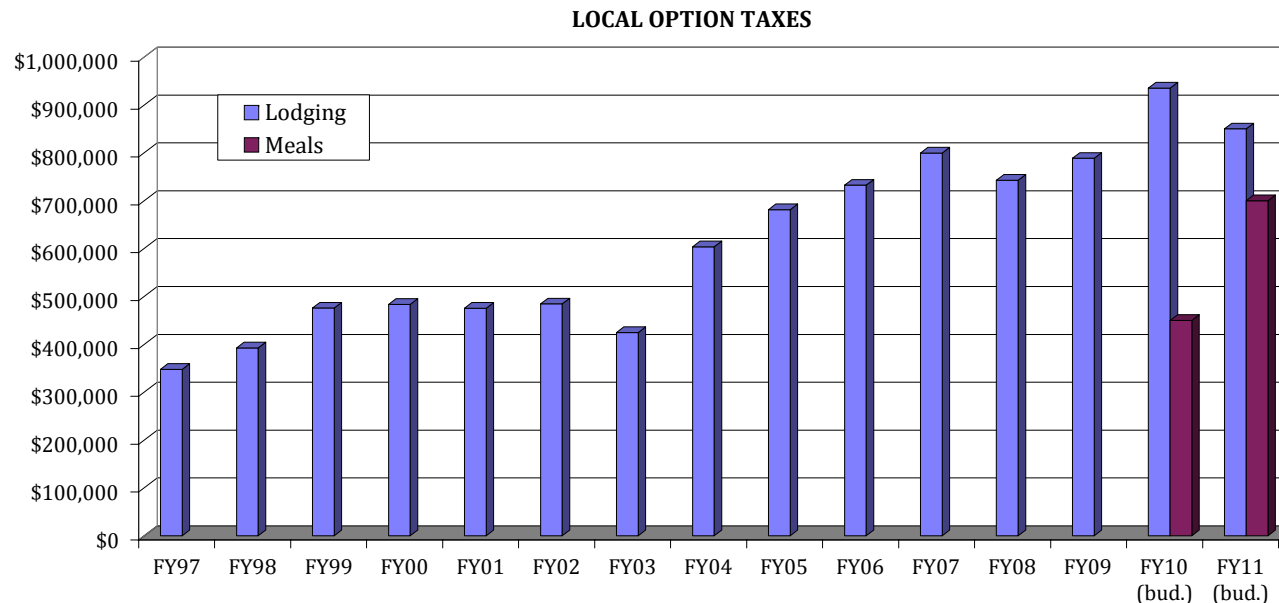
REVENUE SOURCE	FY2008 ACTUAL	FY2009 ACTUAL	FY2010 BUDGET	FY2010 ESTIMATE	FY2011 BUDGET	BUDGET INCREASE	
						\$	%
Motor Vehicle Excise	5,291,912	5,027,901	4,850,000	4,700,000	4,700,000	(150,000)	-3.1%

### LOCAL OPTION TAXES

This category of local receipts consists of the Lodging Excise Tax and the Meals Excise Tax. These two revenue sources are made available to Massachusetts municipalities via local option, which, in Brookline, requires a vote of Town Meeting to enact. The lodging tax was first adopted in 1985 and the meals tax was first adopted in 2009.

In 1985, legislation was enacted that enabled communities to impose a local option excise of up to 4% on gross receipts from room rentals of hotels and motels, in addition to the state excise of 5.7%. Brookline adopted the local option excise tax, at 4%, by a vote of Town Meeting in November, 1985. In 2009, as part of the FY2010 State budget, cities and towns were authorized to increase the local option excise tax on room occupancies from a maximum of 4% to 6%. In August, 2009, Town Meeting increased the excise tax to 6%, which took effect on October 1, 2009. In FY11, this revenue source is expected to generate \$850,000, a decrease of \$85,000 (9.1%).

As part of the FY2010 State budget, the meals tax was increased statewide by 1.25 percentage points (from 5% to 6.25%). In addition, municipalities were provided the local option to increase meals taxes by another 0.75%. In August, 2009, Town Meeting adopted the 0.75% local meals tax, effective October 1, 2009. In FY11, this revenue source is expected to generate \$700,000, an increase of \$250,000 (55.6%). This increase is due to having a full fiscal year of revenue.



REVENUE SOURCE	FY2008 ACTUAL	FY2009 ACTUAL	FY2010 BUDGET	FY2010 ESTIMATE	FY2011 BUDGET	BUDGET INCREASE	
						\$	%
Meals Tax	0	0	450,000	450,000	700,000	250,000	55.6%
Lodging Excise Tax	742,744	788,531	935,000	860,000	850,000	(85,000)	-9.1%
Totals	742,744	788,531	1,385,000	1,310,000	1,550,000	165,000	11.9%

**TOWN OF BROOKLINE  
FY2011 FINANCING PLAN**

**FUND: General Fund**

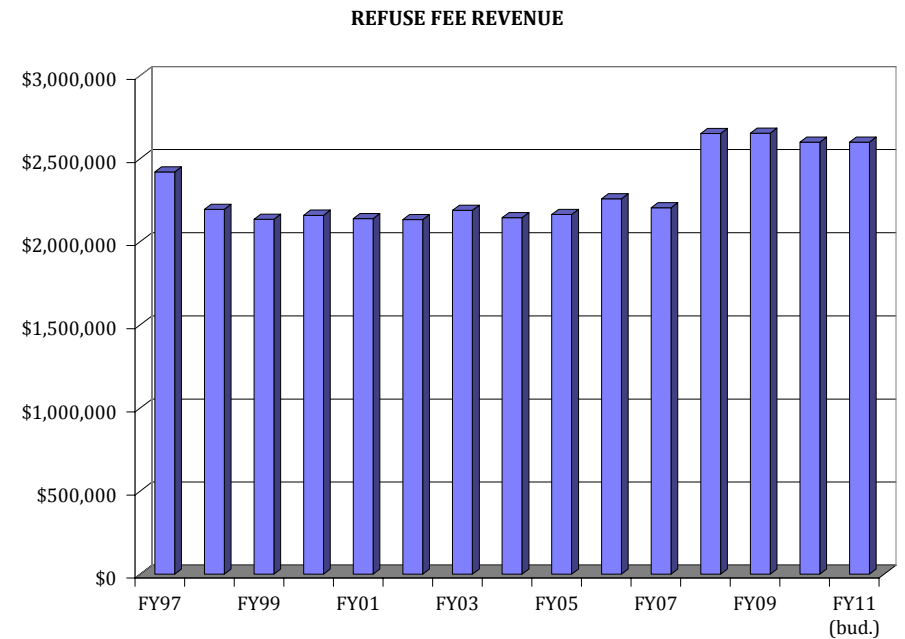
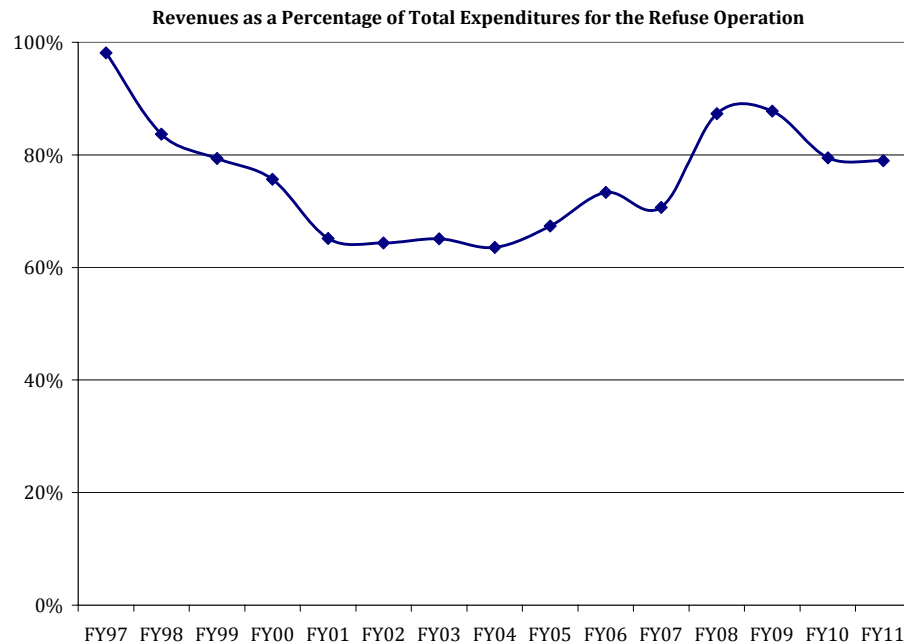
**REVENUE GROUP: Local Receipts  
SUB-GROUP: Refuse Fee**

**REFUSE FEE**

For FY11, the Refuse Fee is assumed to remain level at \$200 per year. This should generate \$2,580,000 from residential collections and \$20,000 from commercial collections, for a total of \$2.6 million. The Residential Refuse Fee was first instituted in FY89 when the Town was faced with a 300% increase in refuse disposal costs. The fee was set at \$150 per dwelling unit and has changed since then as follows:

FY89-FY91	FY92	FY93-FY94	FY95-FY07	FY08-FY10	FY11 est.
\$150	\$175	\$200	\$165	\$200	\$200

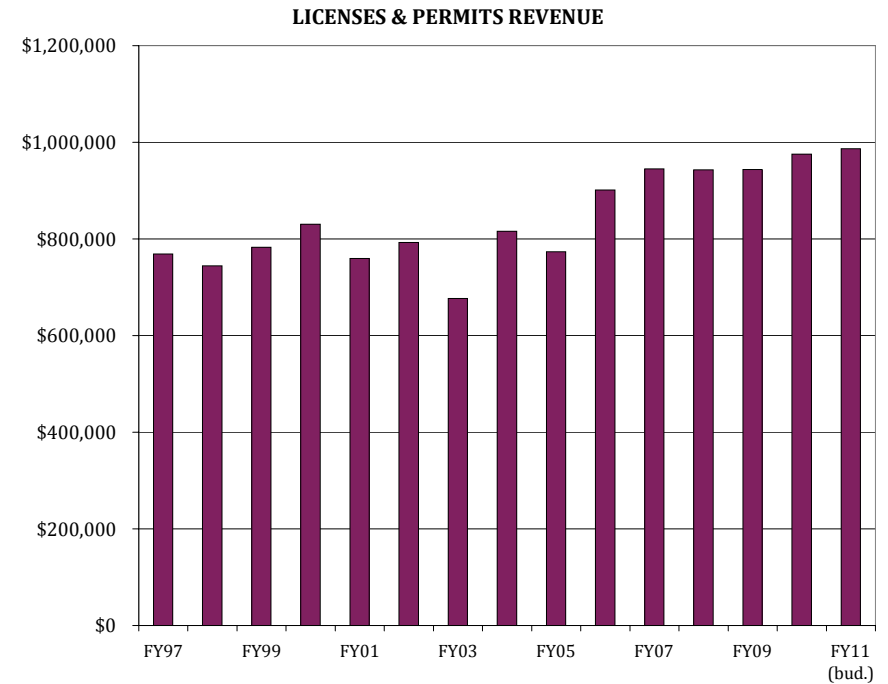
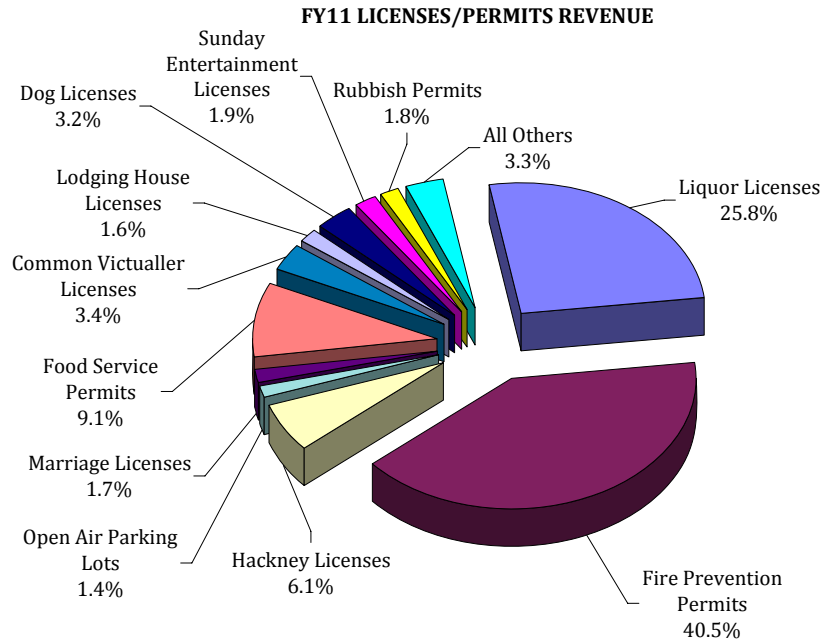
The Proposition 2 1/2 override of 1994 included restoring a portion of the fee back to the tax levy. The amount of \$460,000 was added to the override and reduced from refuse fee revenue, resulting in a fee reduction from \$200 to \$165. The fee was then increased to \$200 in FY08 as part of a budget balancing plan to close a \$3.2 million deficit. The fee revenue covers approximately 80% of the service costs, as shown in the below left graph.



REVENUE SOURCE	FY2008 ACTUAL	FY2009 ACTUAL	FY2010 BUDGET	FY2010 ESTIMATE	FY2011 BUDGET	BUDGET INCREASE	
						\$	%
Refuse Fee	2,650,476	2,654,048	2,600,000	2,650,000	2,600,000	0	0.0%

**LICENSES AND PERMITS**

The majority of the revenue from Licenses and Permits is derived from fire prevention permits, liquor licenses, and licenses from a variety of food establishments. For FY11, revenues from this category are expected to total \$986,975, an increase of \$11,500 (1.2%) from FY10 levels. The increase comes from hackney licenses (\$5,000, 9.1%), dog licenses (\$4,000, 14.3%), Sunday entertainment licenses (\$3,000, 18.8%), and liquor licenses (\$2,000, 0.8%), partially offset by a \$2,500 (0.6%) reduction in fire prevention permits.

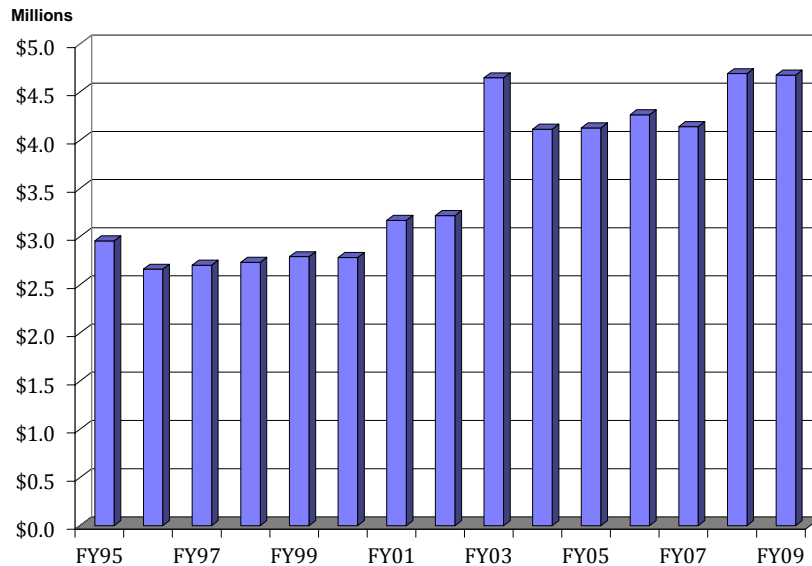


REVENUE SOURCE	FY2008 ACTUAL	FY2009 ACTUAL	FY2010 BUDGET	FY2010 ESTIMATE	FY2011 BUDGET	BUDGET INCREASE	
						\$	%
Liquor Licenses	262,939	273,550	253,000	280,000	255,000	2,000	0.8%
Fire Prevention Permits	303,591	328,190	402,500	365,000	400,000	(2,500)	-0.6%
Hackney Licenses	70,066	70,295	55,000	70,000	60,000	5,000	9.1%
Open Air Parking Lots	14,390	14,085	14,000	14,000	14,000	0	0.0%
Marriage Licenses	13,410	14,562	17,000	19,000	17,000	0	0.0%
Food Service Permits	98,863	89,963	90,000	95,000	90,000	0	0.0%
Common Victualler Licenses	35,065	37,375	34,000	36,000	34,000	0	0.0%
Lodging House Licenses	15,910	16,120	16,000	16,000	16,000	0	0.0%
Dog Licenses	34,214	34,583	28,000	35,000	32,000	4,000	14.3%
Sunday Entertainment Licenses	18,675	19,990	16,000	20,000	19,000	3,000	18.8%
Rubbish Permits	20,350	17,850	17,500	17,500	17,500	0	0.0%
All Others	55,338	27,448	32,475	40,000	32,475	0	0.0%
Totals	942,811	944,011	975,475	1,007,500	986,975	11,500	1.2%

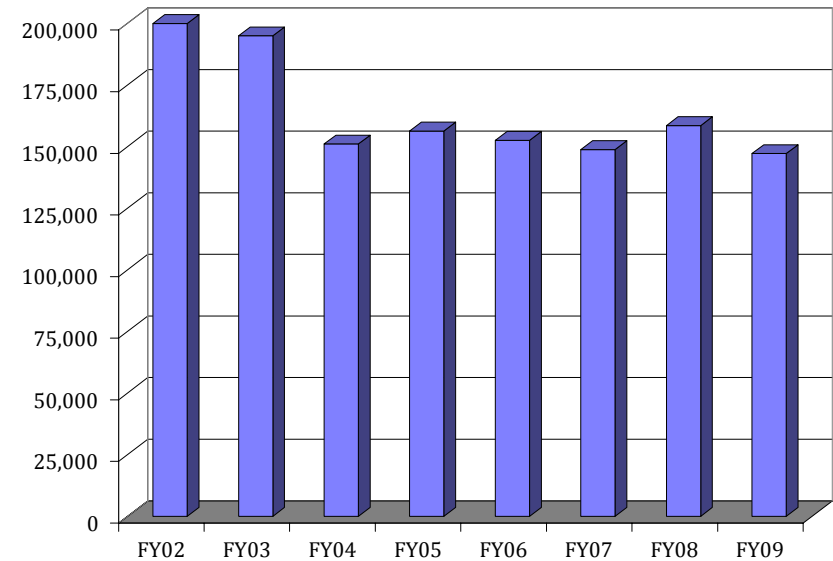
**PARKING AND COURT FINES**

Parking and Court Fines are the second largest local receipt of the Town. Approximately 85% of the revenue is derived from parking tickets for expired meters, violation of the Town's overnight parking ban, and violation of 2-hour parking restrictions. In September of 2002, the Board of Selectmen increased the fines for certain parking violations, including doubling the Overnight Parking fine from \$15 to \$30 and increasing the fine for expired meters from \$15 to \$25. This was made possible by the passage of Home Rule legislation, approved by the 2001 Annual Town Meeting and signed into law in November, 2001. This legislation allowed the Board of Selectmen to raise parking violations to a maximum of \$50. In March, 2007 and July, 2007, the Selectmen further revised the schedule by adopting additional fine increases, including doubling the fine for violating the 2-hour parking rule from \$15 to \$30 and increasing the late fee from \$10 to \$15.

**PARKING/COURT FINE COLLECTIONS**



**TICKET ISSUANCE**



While there is a significantly higher amount of parking fine revenue being collected than prior to the fine increases (the \$4.4 million estimate is \$1.45 million, or approximately 50%, higher than the average annual collections prior to the fine increases), there has been a decrease since the FY03 peak. In FY04, there were 44,000 fewer tickets written, resulting in a decrease of \$533,000. In FY06, the number of tickets issued decreased by 3,700 (2.4%) to 153,000 and in FY07 it decreased 3,800 (2.5%) to 149,000. In FY08, this downward trend was reversed, as ticket issuance increased in FY08 by 9,750 (6.6%). Unfortunately, it decreased again in FY09 (11,000, 7.2%). The graph to the above left shows fine revenue since FY95 while the graph to the above right shows the number of tickets issued annually. The estimate for FY11 is decreased \$290,000 (6.2%) to \$4.4 million.

REVENUE SOURCE	FY2008 ACTUAL	FY2009 ACTUAL	FY2010 BUDGET	FY2010 ESTIMATE	FY2011 BUDGET	BUDGET INCREASE	
						\$	%
Parking and Court Fines	4,690,251	4,674,987	4,690,000	4,400,000	4,400,000	(290,000)	-6.2%



**TOWN OF BROOKLINE  
FY2011 FINANCING PLAN**

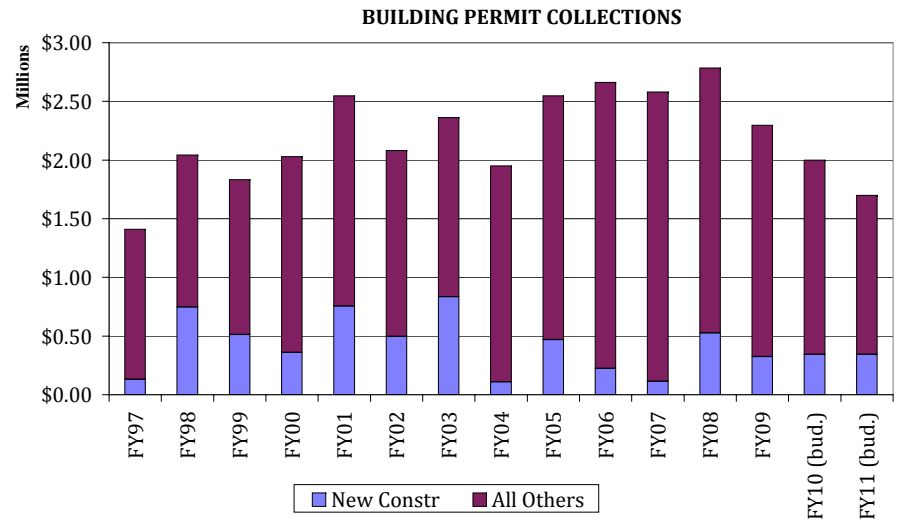
**FUND: General Fund**

**REVENUE GROUP: Local Receipts  
SUB-GROUP: General Government**

**GENERAL GOVERNMENT**

Revenues derived from this category are expected to decrease \$166,000 (6.6%) due primarily to a \$200,000 (10%) decline in Building Permits, partially offset by increases in DAS Fees (\$30,000, 100%) and Benefit Reimbursements (\$15,000, 8.3%). As shown in the graph to the right, **Building Permit** collections are quite volatile. Because of the recession, the Building Permit activity declined significantly in FY09 and FY10 year-to-date experience indicates another decline. The graph also shows the composition of Building Permits. New construction permits, on average, account for approximately 15% of all Building Permit revenue. The other 85% comes primarily from renovation-related permits.

**Legal Damage Recovery** revenue results from certain legal actions undertaken by the Town. The amounts collected vary greatly year to year because they are derived from unpredictable events that are the basis for the Town's recoveries.



**Town Clerk Fees** include fees for records and certified copies and Collector's Fees consist primarily of Municipal Lien Certificates (MLC's) and Tailings. **Plan Design Review** fees are charged by the Building Department when a project requires approval from the Zoning Board of Appeals (ZBA). The **Property Rental Payment** is eliminated as a result of the successor ambulance contract signed by the Town. Since the company (Fallon) is now providing two dedicated ALS ambulances, the \$7,000 rental payment for space at Fire Station #7 was removed from the contract. The **Medicare Part D Subsidy** was an outcome of the Medicare Prescription Drug Improvement and Modernization Act of 2003, which added a prescription drug coverage component for seniors. The subsidy serves as an incentive for those employers that currently offer prescription drug coverage to its retirees to continue to offer the coverage. As part of the plan design changes to the Town's health insurance plans that were agreed to by the Town and its employees in mid-2007, a three-tiered co-pay Prescription Drug Program (PDP) Medicare supplement plan for retirees was chosen. As a result, the subsidy now goes to the insurance company, with the Town receiving the benefit through reduced premiums rather than through direct receipt of the subsidy.

The **Benefits Reimbursement** item consists primarily of reimbursements from the School Department for employees who have benefits and are paid from special revenue funds, in addition to COBRA fees and reimbursements for those Town employees funded through the Community Development Block Grant (CDBG). That budget is increased \$15,000 (8.3%). Payments from the two companies that have built **Distributed Antenna Systems (DAS)** in town are expected to total \$60,000 in FY11, an increase of 100% (\$30,000). The **All Others** category is comprised of Zoning Board of Appeals fees, fees for copying documents of various departments, and many one-time reimbursements for miscellaneous expenditures. The budget for those are decreased \$4,000 (7.8%) to \$47,000.

REVENUE SOURCE	FY2008	FY2009	FY2010	FY2010	FY2011	BUDGET INCREASE	
	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	\$	%
Building Permits and Inspections	2,785,724	2,295,826	2,000,000	2,000,000	1,800,000	(200,000)	-10.0%
Legal Damage Recovery	804,405	62,500	5,000	5,000	5,000	0	0.0%
Town Clerk's Fees	69,429	74,687	95,500	92,000	95,500	0	0.0%
Collector's Fees	153,786	126,121	100,000	145,000	100,000	0	0.0%
Plan Design Review	53,105	81,355	50,000	31,000	50,000	0	0.0%
Property Rental Payments	7,000	7,000	7,000	0	0	(7,000)	-100.0%
Medicare Part D Subsidy	210,766	16,187	0	4,000	0	0	-
Benefits Reimbursement	181,224	203,232	180,000	200,000	195,000	15,000	8.3%
Distributed Antenna System (DAS) Fees	0	38,980	30,000	75,000	60,000	30,000	100.0%
All Others	601,117	704,202	51,000	100,000	47,000	(4,000)	-7.8%
Totals	4,866,555	3,610,091	2,518,500	2,652,000	2,352,500	(166,000)	-6.6%

## INTEREST INCOME

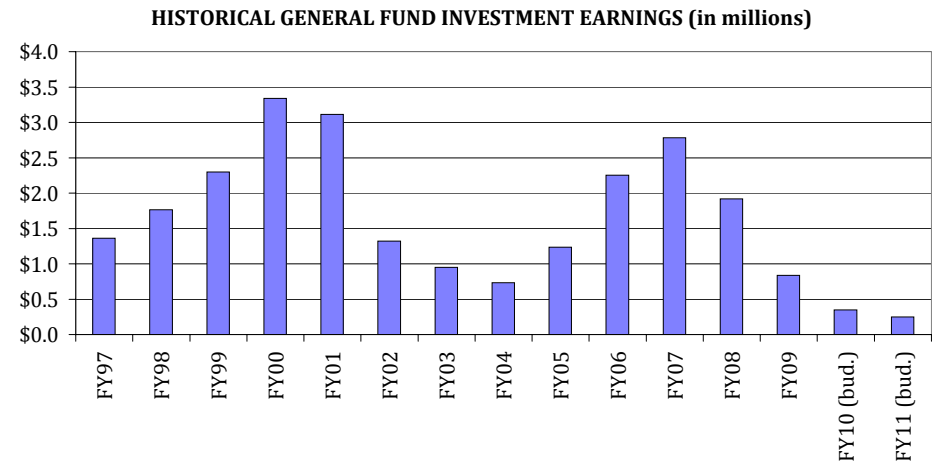
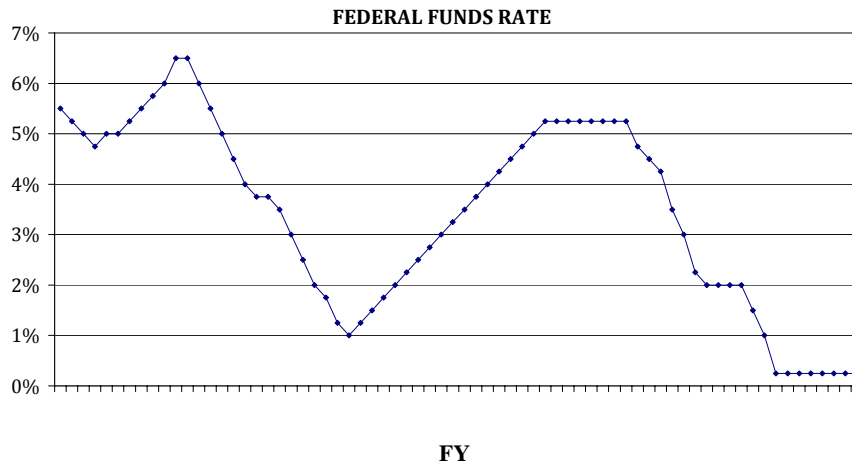
The Town Treasurer regularly invests any cash not required for current disbursements. The interest earned from these investments is credited to the Interest Income account. The amount of investment income earned in any given year is dependent upon a number of variables, the most important of which are:

1. Available cash balances
2. Anticipated cash flows
3. Cash management policies and practices
4. Market interest rates

Investment income accounted for more than 62% of the interest income earned in FY09. The other source of interest is from payments made by delinquent taxpayers.

The estimate for interest earned on investments for FY11 is \$250,000, a decrease of \$100,000 (28.6%). This reflects a \$1.7 million decrease (87%) from the FY08 actual and an even more incredible \$2.5 million decrease (91%) from the FY07 actual. The large decrease is the result of actions taken by the Federal Reserve Bank to help improve the nation's economy. For historical context, between January, 2001 and June, 2003, the Federal Reserve lowered the Federal Funds Rate 13 times, from 6.5% to 1%. Since funds available for investment in FY04 were earning only approximately 1%, actual earnings were well below the levels realized during FY's 00-02. From FY00 to FY04, there was a downturn of \$2.6 million, or 78%. Between June, 2003 and June, 2006, the Federal Reserve increased rates 17 times, bringing the rate to 5.25%. The Town's earnings increased in conjunction with those actions.

The rate stayed at 5.25% until September, 2007, when the rate was dropped 50 basis points to 4.75%. Since then, it has been lowered nine more times to virtually 0%. This included an extraordinary week in late-January, 2008 when the rate dropped 75 basis points on January 22 and another 50 basis points on January 30. With a reduced rate of return, the Town cannot expect to earn as much as it did in FY08 and FY09. The \$250,000 estimate reflects this reality. The two graphs below show the changes in the Federal Funds rate (left) and the historical Investment Income earnings (right).



The amount budgeted in FY11 for interest earned from delinquent taxpayers is increased \$6,500 (1.9%) to \$350,000.

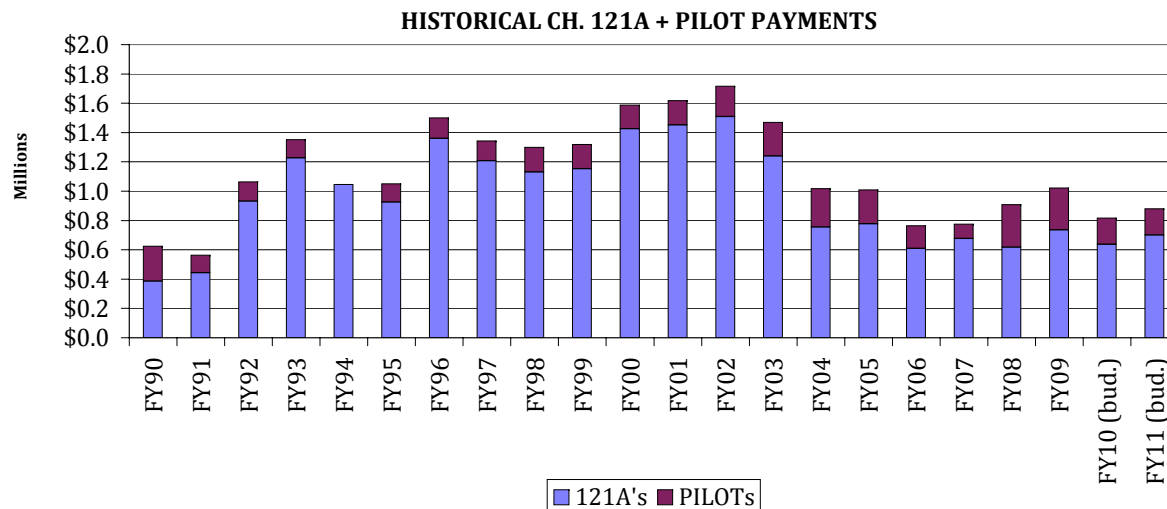
REVENUE SOURCE	FY2008 ACTUAL	FY2009 ACTUAL	FY2010 BUDGET	FY2010 ESTIMATE	FY2011 BUDGET	BUDGET INCREASE	
						\$	%
Interest Income	1,918,511	838,534	350,000	250,000	250,000	(100,000)	-28.6%
Delinquent Tax Interest	455,922	495,178	343,500	490,000	350,000	6,500	1.9%
Totals	2,374,433	1,333,712	693,500	740,000	600,000	(93,500)	-13.5%

**PAYMENTS IN LIEU OF TAXES**

This category of Local Receipts consists of payments made by corporations that have entered into a State authorized agreement, known as Chapter 121A agreements, and payments made in lieu of taxes (known as "PILOTs") by tax-exempt institutions.

Under the provisions of Chapter 121A, a community may enter into an agreement with a developer, under certain conditions, to pay a percentage of their income from a project rather than pay property taxes. The Town has agreements on two Chapter 121A properties that call for payments of a percentage of gross income varying from 10% to 16.5%. This payment is subject to a minimum and maximum amount set by state law. The minimum payment is \$10.00 per thousand of property value, plus 5% of gross income for the project. A portion of the minimum payment is considered an excise tax and is paid to the State and then turned over to the Town. The difference between the excise tax portion and the total payment (based on 10% to 16.5% of gross income) is directly billed and collected by the Town. The Ch. 121A agreements, along with their estimated FY11 estimated payment, are as follows: \$114,000 for 1371 Beacon St. (Beacon Park Associates) and \$586,000 for 55 Village Way, for a total of \$700,000. This reflects a \$63,350 (10%) increase.

PILOTs are estimated to yield \$180,000 for FY11, with \$75,000 coming from the Brookline Housing Authority (BHA). The PILOTs in "Other" are from agreements the Board of Selectmen have entered into with non-profits in Brookline, the purpose of which is to help cover a portion of the cost of public safety and public works services. The two largest agreements are with Boston University (estimated at \$55,000) and the Chestnut Benevolent Association (estimated at \$39,000).



REVENUE SOURCE	FY2008 ACTUAL	FY2009 ACTUAL	FY2010 BUDGET	FY2010 ESTIMATE	FY2011 BUDGET	BUDGET INCREASE	
						\$	%
Chapter 121A Projects	618,040	736,792	636,650	705,000	700,000	63,350	10.0%
Brookline Housing Authority	72,655	72,176	75,000	72,000	75,000	0	0.0%
Other	216,620	212,536	105,000	220,000	105,000	0	0.0%
Totals	907,315	1,021,504	816,650	997,000	880,000	63,350	7.8%

<b>TOWN OF BROOKLINE FY2011 FINANCING PLAN</b>	<b>FUND: General Fund</b>	<b>REVENUE GROUP: Local Receipts SUB-GROUP: Departmental and Other</b>
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## DEPARTMENTAL AND OTHER

All other local receipt sources combined are expected to total \$1.8 million, an amount that is \$29,000 (1.6%) less than the FY10 budgeted amount. This is primarily due to the loss of the revenue from Credit Card Convenience Fees associated with on-line parking tickets (\$60,000, 100%), a reduction in Public Safety revenue (\$17,000, 18.5%), a reduction in Pension Reimbursement (\$8,000, 33.3%), and a decrease in Public Works (\$2,000, 2.5%). These are partially offset by increases in CATV revenue (\$50,000, 9.5%) and Parking Fees (\$8,000, 1.7%). A summary of the items that comprise this category are as follows:

- Public Safety Fees - these include Towing Fees and Firearms Licenses and are reduced by \$17,000 (18.5%) to \$75,000.
- Health and Sanitation - these fees, which include Tobacco and Asbestos Fees, are collected by the Health Department. They are level-funded at \$50,000.
- Public Works Fees - these consist primarily of street cutting permits. They are reduced \$2,000 (2.5%) to \$79,000.
- Recycling - this comes from the Town's recycling contract. Entered into in September of 2005, the contract guarantees the Town a minimum of \$10 per ton for recycled paper. Through the Fall of 2008, the Town was receiving more than \$100 per ton for paper. After that, because of the worldwide recession, the demand for goods made with recycled paper dropped off dramatically, driving the per ton price down to the contractual minimum price of \$10 per ton. Therefore, the FY11 estimate level-funded at \$36,000.
- Parking Fees - these fees include revenues from various parking permits, including the residential and commercial permit parking programs; municipal parking space rentals; and rental vehicle lease surcharges. They are increased \$8,000 (1.7%) to \$488,000.
- Credit Card Convenience Fees - this is derived from the \$2 convenience fee that is charged to users of the On-Line Parking Ticket Payment application to fully recover the costs of the application. The Town has changed vendors for the application, and the new vendor will collect and keep the \$2 fee to offset their expenses. (The Information Technology Department's budget is \$60,000 less than what it would have been, resulting in a \$0 impact on the overall budget.) Therefore, this revenue is eliminated.
- Schools (Medicaid Reimbursement) - this is the Medicaid reimbursement for medical services provided to qualified Brookline special education students. It is level-funded at \$230,000.
- Library - these consist of overdue fines and miscellaneous fees and are level-funded at \$110,000.
- Detail Surcharge - this represents the 10% surcharge imposed on private police detail rates, the maximum percentage allowed under Massachusetts General Law, Chapter 44, Section 53C. It is level-funded at \$140,000.
- Cable Television Franchise Fee - this is a 3% tax on the gross receipts of the local cable television companies. It is estimated to increase \$50,000 (9.5%) to \$575,000 because of previous experience and the fact that the fee is based upon gross receipts of the companies.
- Pension Reimbursement - this includes the annual reimbursement from the State for cost of living adjustments (COLA's) for Brookline's non-contributory retirees, along with reimbursements from other Massachusetts pension systems for retirees who worked in other municipalities at some time during their career. The FY11 estimate is \$16,000, a reduction of \$8,000 (33.3%).

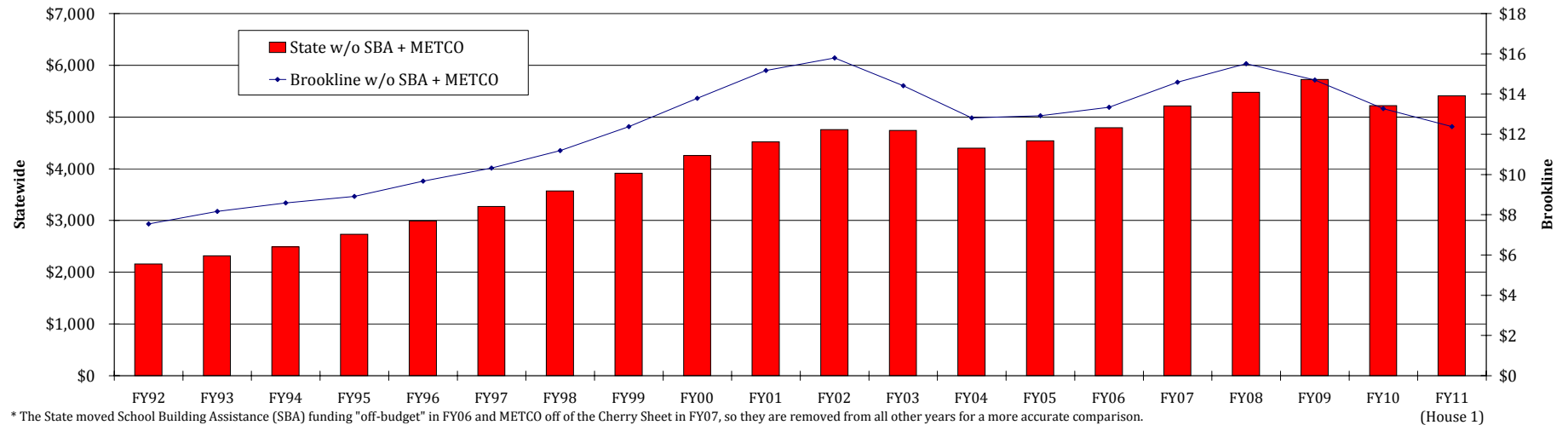
REVENUE SOURCE	FY2008 ACTUAL	FY2009 ACTUAL	FY2010 BUDGET	FY2010 ESTIMATE	FY2011 BUDGET	BUDGET INCREASE \$%
Public Safety	100,631	78,466	92,000	62,000	75,000	(17,000) -18.5%
Health and Sanitation	48,949	52,799	50,000	57,000	50,000	0 0.0%
Public Works	81,653	107,227	81,000	90,000	79,000	(2,000) -2.5%
Recycling	270,194	156,138	36,000	100,000	36,000	0 0.0%
Parking Fees	427,569	540,359	480,000	575,000	488,000	8,000 1.7%
Credit Card Convenience Fees	63,254	61,474	60,000	12,000	0	(60,000) -100.0%
Schools (Medicaid Reimbursement)	209,057	467,957	230,000	230,000	230,000	0 0.0%
Library	122,132	109,376	110,000	105,000	110,000	0 0.0%
Detail Surcharges	158,448	218,724	140,000	130,000	140,000	0 0.0%
Cable TV Franchise	538,290	571,297	525,000	625,000	575,000	50,000 9.5%
Pension Reimbursement	37,401	36,546	24,000	39,000	16,000	(8,000) -33.3%
Totals	2,057,577	2,400,364	1,828,000	2,025,000	1,799,000	(29,000) -1.6%

**STATE AID SUMMARY**

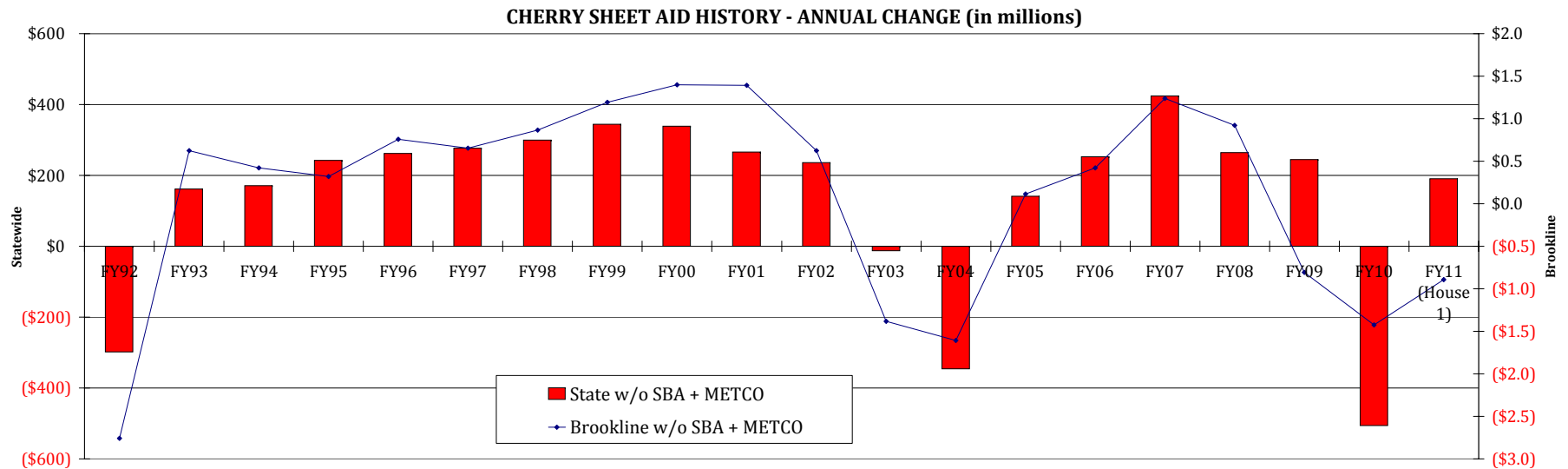
Since the passage of Proposition 2 1/2, municipalities have been dependent upon the State to provide an equitable share of all growth tax revenues. (Growth taxes include income, sales, and corporate taxes.) Since the intergovernmental relationship between municipalities and the State is a vital component of service delivery for cities and towns, any reductions in local aid could well lead to service cuts at the local level. This is especially true in Massachusetts, where the only local tax revenue is property tax; no local sales (other than on meals) or income taxes are allowed under current law. Therefore, it is important that the State and municipalities work toward an equitable distribution of state revenue.

After sustaining major cuts in the early-1990's, local aid began to increase significantly in FY94 when the Legislature adopted a major Education Reform bill. Another source of the increase was Lottery revenue, which began in FY93 when the cap on disbursements back to municipalities was phased out. (The cap was put into effect in the early-1990's to help balance the State budget.) Unfortunately, reductions in local aid began in FY03, both for Cherry Sheet programs (e.g., Ch. 70 (Education) Aid, Additional Assistance, Lottery) and discretionary grant programs (e.g., Education Grants, MWRA Debt Assistance). The cuts came as the State grappled with consecutive multi-billion dollar deficits. At the beginning of FY02, Cherry Sheet aid totaled \$5.14 billion; by FY04, it had been reduced by more than 6% (\$327.9 million) to \$4.81 billion. For Brookline, over this same period, Cherry Sheet aid was cut by 15% (\$2.9 million) to \$17.1 million. The final FY05 state budget increased state aid by \$142.3 million (3%), but Brookline's state aid increased by less than one-half of 1% (\$44,000). In FY06, the State began restoring some of the cuts it imposed in FY03 and FY04. This restoration continued into FY09, until the Governor announced \$128 million of mid-year "9C cuts" to Lottery and Additional Assistance in January, 2009, which reduced aid for Brookline by \$770,000. In FY10, the Town sustained a devastating State Aid cut of \$3.1 million (19%). This history is shown below:

**CHERRY SHEET AID HISTORY (in millions)**



REVENUE SOURCE	FY2008 ACTUAL	FY2009 ACTUAL	FY2010 BUDGET	FY2010 ESTIMATE	FY2011 BUDGET	BUDGET INCREASE	
						\$	%
General Government Aid	8,654,772	7,823,623	5,793,046	5,793,046	4,894,253	(898,793)	-15.5%
School Aid	6,686,568	6,708,031	7,331,100	7,331,100	7,338,546	7,446	0.1%
School Construction Aid	3,442,794	3,267,372	3,267,371	3,267,371	3,267,371	0	0.0%
Tax Exemptions	41,394	40,901	41,896	41,896	41,905	9	0.0%
Education Offset Items	120,749	122,866	103,079	103,079	102,036	(1,043)	-1.0%
Totals	18,946,277	17,962,793	16,536,492	16,536,492	15,644,111	(892,381)	-5.4%



\* The State moved School Building Assistance (SBA) funding "off-budget" in FY06 and METCO off of the Cherry Sheet in FY07, so they are removed from all other years for a more accurate comparison.

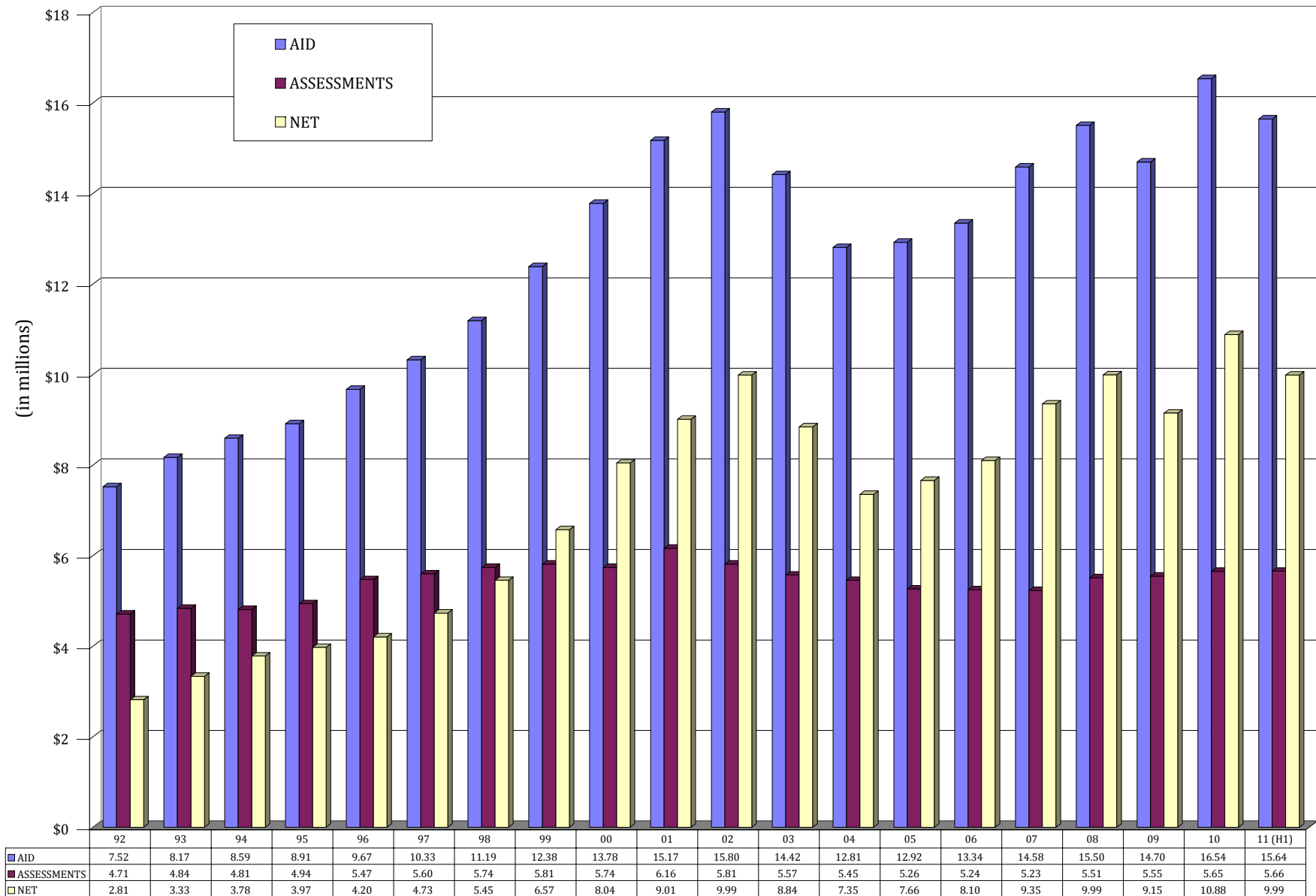
The Governor's FY11 budget proposal protects State Aid from cuts. Chapter 70 Education aid was actually increased by \$178.5 million (4.6%) statewide to \$4.05 billion. Unrestricted General Government Aid (UGGA) was level-funded at \$936.4 million. Many State leaders, however, are urging caution in using the Governor's State Aid proposal when building local budgets for FY11. Both the House Ways and Means Chair and Senate President have recently made remarks about the FY11 budget that make the outcome of the Governor's approach to Local Aid uncertain. House Ways and Means Chair Murphy suggested to local officials that they not use the Governor's proposal and Senate President Murray is quoted as saying FY11 could be the state's "worst year". Using the Governor's proposed Ch. 70 distribution figures (level-funded for Brookline) but continuing to assume a 15% reduction in Unrestricted General Government Aid as set out in the initial Financial Forecast is a reasonably balanced approach under the circumstances.

### ADDITIONAL ASSISTANCE

Additional Assistance was intended to provide flexible unrestricted aid to towns. In the 1980's, the Legislature adopted a needs-based formula to allocate the then-new Resolution Aid. Prior to the Education Reform Act of 1993, additional aid was the difference between Chapter 70 aid and the needs-based Resolution Aid. After the Education Reform Act was enacted, Additional Assistance became a static Cherry Sheet program, but nonetheless, considered a critical component of the "base aid" for the 159 eligible cities and towns. In FY10, it was combined with Lottery to become "Unrestricted General Government Aid" and cut by \$377 million (29%) statewide and by \$2.3 million (29%) for Brookline. The table below shows the history of Additional Assistance, both statewide and for Brookline, between FY90 and FY10.

	<u>STATEWIDE</u>	<u>BROOKLINE</u>
FY90	\$765M	\$6.9M
FY92-FY02	\$476.3M	\$4.4M
FY03 Post 9C Cut	\$403.7M	\$3.7M
FY04-FY08	\$378.5M	\$3.5M
FY09 Orig.	\$378.5M	\$3.5M
FY09 Post-9C Cut	\$341.6M	\$3.2M
FY10	\$0	\$0

**BROOKLINE ACTUAL STATE AID AND ASSESSMENTS**



**TOWN OF BROOKLINE  
FY2011 FINANCING PLAN**

**FUND: General Fund**

**REVENUE GROUP: State Aid  
SUB-GROUP: General Government**

**LOTTERY**

Proceeds from the State Lottery, net of prizes and expenses, are intended to be distributed to cities and towns through a formula that is meant to be "equalizing", which means that communities with lower property values receive proportionately more aid than communities with higher values. The formula is based on population and Equalized Property Valuations (EQV), shown below:

$$\text{LOTTERY AID} = (\text{State Wide EQV Per Capita} / \text{Local EQV Per Capita}) \times \$10 \text{ per Capita}$$

In FY90, the State placed an artificial cap on the distributions to cities and towns and used the balance of the revenues for state budgetary purposes in disregard of the original Lottery enabling legislation. In FY91 and FY92, the Legislature capped the lottery distributions at \$306 million, the FY90 level. For FY93 and FY94, the Legislature increased the distribution by \$23 million to a total of \$329 million. At that point, the "diversion" totaled \$170 million. As a result of increased pressure from local government, the Legislature authorized an additional \$42 million during FY95. They also pledged to continue to add, in the minimum, \$20 million per year for the next four years to restore the previously diverted growth proceeds. This commitment expired with the FY00 distribution, which totaled \$670 million. In FY01, the amount increased to \$730 million and in FY02 it further increased to \$778 million, which was also the FY03 amount. During this period, Brookline's share of lottery proceeds increased 73%, from \$2.3 million to \$3.98 million.

Unfortunately for cities and towns, the State began to cut the level of revenue distributed back to municipalities when the Governor issued his mid-year cuts in January, 2003. The FY04 level of \$661.4 million was \$116.7 million (15%) below the original FY03 budgeted amount. For Brookline, the 15% cut translated into \$596,624. In FY06, this account was increased \$100 million (15.1%) to \$761.4 million. For Brookline, it resulted in an increase of approximately \$376,000 (11.1%) to \$3.76 million. In FY07, statewide funding increased \$158.7 million, or 20.8%. For Brookline, this translated into an increase of \$589,245 (15.7%) to \$4.3 million. In FY08, the statewide appropriation was increased \$15 million (1.6%) to \$935 million, with Brookline's amount increasing \$58,304 (1.3%) to \$4.4 million. In FY09, Lottery was ultimately level-funded by using other state revenues to plug the difference between the expected net proceeds (\$811 million) and the FY08 budgeted amount (\$935 million). For Brookline, the use of other state receipts to level-fund Lottery avoided a cut of \$584,764. In FY10, it was combined with Additional Assistance to become "Unrestricted General Government Aid" and cut by \$377 million (29%) statewide and by \$2.3 million (29%) for Brookline. This history is summarized in the table below.

	<u>STATEWIDE</u>	<u>BROOKLINE</u>
FY92	\$306M	\$1.7M
FY93 - FY94	\$329M	\$1.8M
FY95	\$391M	\$2.2M
FY96	\$442.6M	\$2.5M
FY97	\$484.2M	\$2.8M
FY98	\$539.7M	\$3.2M
FY99	\$597.5M	\$3.5M
FY00	\$670M	\$3.9M
FY01	\$730M	\$4.4M
FY02	\$778.1M	\$4M
FY03 Post 9C Cut	\$705.3M	\$3.6M
FY04 - FY05	\$661.4M	\$3.4M
FY06	\$761.4M	\$3.8M
FY07	\$920M	\$4.3M
FY08 - FY09	\$935M	\$4.4M
FY09 Post-9C Cut	\$843.9M	\$4M
FY10	\$0	\$0

REVENUE SOURCE	<u>FY2008 ACTUAL</u>	<u>FY2009 ACTUAL</u>	<u>FY2010 BUDGET</u>	<u>FY2010 ESTIMATE</u>	<u>FY2011 BUDGET</u>	<u>BUDGET INCREASE</u> \$ \$ %
Additional Assistance	3,497,741	3,156,900	0	0	0	0 -
Lottery	4,403,998	3,974,845	0	0	0	0 -
Unrestricted General Gov't Aid	0	0	5,593,780	5,593,780	4,754,713	(839,067) -15.0%
Veteran's Benefits	39,542	66,360	69,387	69,387	77,195	7,808 11.3%
Police Career Incentive	713,491	625,518	129,879	129,879	62,345	(67,534) -52.0%
Totals	8,654,772	7,823,623	5,793,046	5,793,046	4,894,253	(898,793) -15.5%



TOWN OF BROOKLINE FY2011 FINANCING PLAN	FUND: General Fund	REVENUE GROUP: State Aid SUB-GROUP: General Government
<p><b>UNRESTRICTED GENERAL GOVERNMENT AID</b></p> <p>As previously stated, in FY10, the final State budget eliminated the separate Additional Assistance and Lottery accounts and replaced them with a single Unrestricted General Government Aid account. The two separate accounts were cut by \$377 million (29%) statewide and by \$2.3 million (29%) for Brookline, making the appropriation \$936.4 million statewide and \$5.6 million for Brookline. For FY11, House 1 level-funds the account at \$936.4 million. However, as previously stated, the Financial Plan assumes a 15% (\$839,067) reduction for Brookline to \$4.75 million.</p> <p><b>VETERANS' BENEFITS</b></p> <p>Chapter 115, Section 6, provides for reimbursement to communities for amounts expended to assist needy veterans and/or their dependents. Benefits paid out in accordance with state guidelines and approved by the Commissioner of Veterans' Services are reimbursed 75%. Total statewide funding in FY10 was \$27.9 million, with Brookline's share being \$69,387. The Governor's FY11 budget proposal increases statewide funding by \$9.1 million (32.7%) to \$37 million. Based on the Preliminary Cherry Sheets, Brookline will receive \$77,195, an increase of \$7,808 (11.3%).</p> <p><b>POLICE CAREER INCENTIVE REIMBURSEMENT (QUINN BILL)</b></p> <p>In 1996, Town Meeting accepted the provisions of G.L. Ch. 41, S.108L, which established a police career incentive program. The program encourages police officers to earn degrees in law enforcement and criminal justice through salary increases. Officers are eligible for 10%, 20%, or 25% base salary pay increases for associates, bachelor's, or master's degrees, respectively. The Town pays the full cost of the program and is then reimbursed by the State for 50% of the cost. As part of the FY10 State budget, the program was eliminated, with existing participants grandfathered in. Total statewide funding in FY10 was cut \$40.2 million (80.1%) to \$10 million, with Brookline's share being cut from \$625,518 to \$129,879. The Governor's FY11 budget proposal cuts the appropriation another \$5 million (50%) to \$5 million. Based on the Preliminary Cherry Sheets, Brookline will receive \$62,345, a decrease of \$67,534, or 52%.</p> <p><b>SCHOOL AID - CHAPTER 70</b></p> <p>Chapter 70 Aid was revised in FY94 as a result of the historic enactment of the Education Reform Act of 1993. Education reform was undertaken in an effort to ensure both fair and adequate funding through a universal "foundation budget" formula to establish base spending levels for all of the Commonwealth's public school systems. The law seeks to ensure a constitutionally adequate educational opportunity for all public school students regardless of the property wealth of the community in which they live. Fundamental to the goal of funding equity is the creation of a school finance structure that includes a base spending level that becomes an annual spending target known as the Foundation Budget. Over a seven-year period ending in FY00, through increased state and local funding, all communities were expected to bring their education spending up to the minimum foundation budget level.</p> <p>Under the provisions of the Act, every school system must meet certain minimum levels of spending. Two key factors are the Standard of Effort, which measures the local contribution toward education, and the Foundation Budget, which measures the minimum amount necessary to provide a quality education on a per pupil basis. These two measures determine which types of aid a community is entitled. They also highlight those communities that need to increase their own contribution.</p> <p>The reform legislation targeted the majority of funds to poorer communities and required them to increase school spending. School districts with relatively higher property wealth, such as Brookline, tend to be classified as Minimum Aid communities. Minimum Aid communities were originally entitled to a minimum increase of \$25 per student. The Legislature changed this to \$100 per student for FY99, \$150 per student for FY00, and \$175 per student for FY01. For FY07 - FY09, the State used the "aggregate wealth model" to distribute new Ch. 70 monies. This distribution formula, in the simplest of explanations, as it is a quite complex model, aims to move all districts toward receiving at least 17.5% of their foundation budget in state aid. This approach was suspended in FY10.</p> <p>Between FY93 and FY03, the amount of Ch. 70 aid appropriated by the State increased significantly, as the chart below shows. Total funding increased nearly 153%, going from \$1.29 billion in FY93 to \$3.26 billion in FY03. For Brookline, during that same period, funding increased \$4.7 million (316%), going from \$1.48 million to more than</p>		

**TOWN OF BROOKLINE  
FY2011 FINANCING PLAN**

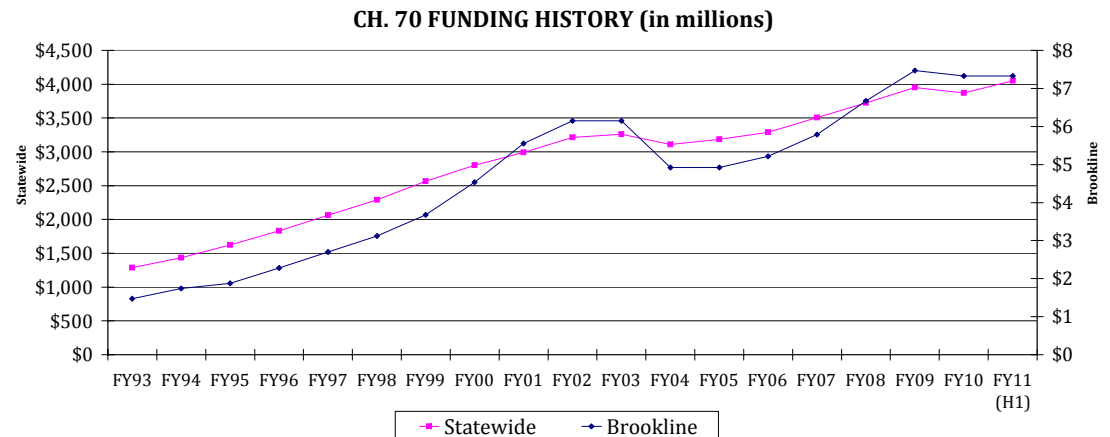
**FUND: General Fund**

**REVENUE GROUP: State Aid  
SUB-GROUP: School Aid**

**SCHOOL AID - CHAPTER 70 (con't.)**

\$6 million. In FY04, the State reduced Ch. 70 funding by more than \$147 million (1.5%), with Brookline losing \$1.2 million, or 20%. Between FY05 - FY09, there were statewide annual increases in the \$100 million - \$200 million (2% - 6%) range, totaling \$837.7 million (26.9%). That brought the total appropriation to \$3.95 billion. For Brookline, the increase during that period totaled \$2.6 million (51.8%), bringing the Town's appropriation to \$7.5 million. That trend changed in FY10, when Chapter 70 funding was cut by \$79 million, or 2%. For Brookline, the reduction was \$149,463 (2%). The Governor's FY11 budget proposal increases funding by \$178.5 million (4.6%) statewide to \$4.05 billion. For Brookline, it resulted in level-funding of \$7.3 million. The history since FY03 is shown in the table and graph below:

	<u>Statewide Incr.</u>	<u>Brookline Incr.</u>
FY03	\$45.4M (1.4%)	\$0
FY04	-\$147.4M (-4.5%)	-\$1.2M (-20%)
FY05	\$72.2M (2.3%)	\$0
FY06	\$105.6M (3.3%)	\$292K (5.9%)
FY07	\$216.6M (6.6%)	\$576K (11%)
FY08	\$220.2M (6.3%)	\$878K (15.2%)
FY09	\$223.1M (6%)	\$805K (12.1%)
FY10	-\$79M (-2%)	-\$149K (-2%)
FY11 (House 1)	\$178.5 (4.6%)	\$0



**SCHOOL CONSTRUCTION AID**

In 2004, the State enacted a major overhaul of the School Building Assistance (SBA) program, which provides for the partial reimbursement of the costs of local school construction projects. By the late-1990's, the level of local participation began to outstrip the State's ability to finance the program. In FY04, more than \$400 million was appropriated to fund the program, an amount that was more than double the amount required in FY97. (Brookline's share increased nearly \$3 million, or 479%, during the same period). Therefore, on July 1, 2003, the State put in place a moratorium that assured a.) none of the 425 approved projects on the wait list would be funded (one of which was the Lawrence School) and b.) no new projects could be added to the wait list. The moratorium ended on July 1, 2007.

The Massachusetts School Building Authority (MSBA), an independent state authority, was created to operate the new program, which is governed by a seven-member board led by the State Treasurer. An 18-member advisory board was established, including municipal officials, to provide advice to the new authority. The new law provided an "off budget" revenue stream for future projects: roughly 20% of the sales tax revenue is dedicated to a special trust fund to finance the State's share of projects. The new law pays in full the State's share of projects already receiving payments and projects on the waiting list. Projects already receiving payments continued to receive annual reimbursement of principal and interest for the rest of the payment period for the project. Projects on the waiting list, including already-built schools and not-yet-started schools, received up-front payment of the full state share of principal and interest on temporary borrowing. Now, municipalities and school districts will borrow only for the local share of any project.

REVENUE SOURCE	FY2008	FY2009	FY2010	FY2010	FY2011	BUDGET INCREASE	
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATE</u>	<u>BUDGET</u>	<u>\$</u>	<u>%</u>
School Aid Chapter 70	6,667,814	6,687,235	7,323,679	7,323,679	7,323,679	0	0.0%
School Construction Aid	3,442,794	3,267,372	3,267,371	3,267,371	3,267,371	0	0.0%
Charter Tuition Assessment Reimbursemen	18,754	20,796	7,421	7,421	14,867	7,446	100.3%
Totals	10,129,362	9,975,403	10,598,471	10,598,471	10,605,917	7,446	0.1%

TOWN OF BROOKLINE FY2011 FINANCING PLAN	FUND: General Fund	REVENUE GROUP: State Aid SUB-GROUP: School Aid
<p><b>SCHOOL CONSTRUCTION AID (con't.)</b></p> <p>Reimbursement rates for all new projects were reduced by 10 percentage points. The reform legislation cut the "base rate" for all projects by eight points and eliminated the two incentive points that had applied to projects when a project manager was hired. (Separate construction reform legislation requires that a project manager be hired for all projects costing more than \$1.5 million.) Separate reimbursement rules apply to racial balance projects. The maximum state reimbursement rate was reduced from 90% to 80% while the minimum state contribution was decreased from 50% to 40%. The minimum state contribution was further reduced in CY09, when the 40% minimum was stricken from the statute. A community's reimbursement rate is now totally dependent on the base rate plus income and poverty factors, as shown below:</p> <p style="text-align: center;">31% base rate + income factor + poverty wealth factor + poverty factor</p> <p>There are incentive points that can be added for things such as re-use versus building new, energy efficiency/"green buildings", maintenance, regionalization, and use of "model schools".</p> <p>The FY11 - FY16 CIP, which is detailed in Section VII of this Financial Plan, shows that the Town will be receiving up to \$11.8 million for the Runkle School project, or 41.58% of reimbursable expenses. For the Devotion School project, \$22.5 million is assumed (40% of eligible project costs). If the MSBA does not approve funding for the Devotion School, then the total project will be \$33.75 million, not a \$56.25 million project, unless additional funding was made available through a Debt Exclusion vote.</p> <p>Under the new program, the Town will continue to receive payments under the existing schedule, which total \$3.27 million. That funding reimburses the Town for principal and interest costs for the following four projects:</p> <ol style="list-style-type: none"> <li>1. <u>Lincoln School</u> - between FY96 and FY08, the Town received annual payments of \$616,287. For FY09 - FY12, the payments will be \$640,509 per year. The total (\$10.57 million) represents the State's 61% share of the project.</li> <li>2. <u>Heath School</u> - between FY00 and FY04, the Town received annual payments of \$286,161. For FY05-FY19, the Town will receive \$122,095 per year. The total (\$3.26 million) represents the State's 61% share of the project.</li> <li>3. <u>High School</u> - between FY01 and FY08, the Town received annual payments of \$2,214,516. For FY09-FY19, the payments will be \$2,039,737 per year. The total (\$42.19 million) represents the State's 61% share of the project. [The reimbursements from the State will go away after the Town completes a refinancing that will ultimately save taxpayers money over the next 10 years. Once the refinancing is complete, both the revenue (State Aid) and expense (debt service) will be adjusted accordingly.]</li> <li>4. <u>Baker School</u> - between FY03 and FY08, the Town received annual payments of \$489,896. For FY09-FY22, the payments will be \$465,031 per year. The total (\$9.45 million) represents the State's 61% share of the project.</li> </ol> <p>As for the Lawrence School, the Town received 75% of its anticipated reimbursement in FY06, which allowed the Town to pay off a \$7.9 million BAN. The remaining 25% was received in FY07, once the normal auditing process was completed by the State.</p>		

**TAX EXEMPTION AID**

Chapter 59, Section 5, includes so-called "clause exemptions" that provide property tax exemptions for veterans, blind persons, surviving spouses, elderly persons, and others. Each of these are detailed below:

Veterans - Chapter 59, Section 5, Clauses 22A-22E provide for tax exemptions for veterans that meet certain criteria. The amount of the exemption ranges from \$250 to \$1,500. Chapter 58, Section 8A provides a total tax exemption to paraplegic veterans who have been certified as such by the Veterans Administration. Exemptions that qualify under these provisions are partially reimbursed by the State.

Blind Persons - Chapter 59, Section 5, Clause 37A, which was accepted by the Town, provides for a tax exemption of \$500 for eligible blind persons. The State reimburses the Town \$87.50 for each exemption granted.

Surviving Spouses and Others - Chapter 59, Section 5, Clause 17D, which was accepted by the Town, provides a tax exemption to persons over the age of 70, to minors with a parent deceased, or to widows or widowers. The amount of the exemption is \$175. To be eligible, the person must meet certain requirements, including a provision that his/her total estate does not exceed \$40,000 exclusive of the value of the domicile except so much of the domicile as produces income and exceeds two dwelling units. At the November, 2003 Special Town Meeting, the Town adopted the state statute that allows cities and towns to increase the \$40,000 estate provision annually by a cost of living adjustment (COLA) as determined by the Commissioner of the Department of Revenue (DOR). In FY10, the combined impact of the COLAs since FY04 has increased the estate provision to \$49,253. The State partially reimburses the Town for this exemption.

Elderly Persons - Chapter 59, Section 5, Clause 41C, provides that a person who has reached his/her 70th birthday prior to the fiscal year for which an exemption is sought, and who owns and occupies property, may qualify for a tax exemption of \$500 from the tax bill. In determining eligibility, gross income of said person for the preceding calendar year must be less than \$13,000, if single, or if married, combined income must be less than \$15,000. In addition, the whole estate, real and personal, less the value of the domicile, except so much of the domicile as produces income and exceeds two dwelling units, cannot exceed \$28,000, if single, or, if married, combined income cannot exceed \$30,000. If the applicant receives Social Security, a deduction is applied to determine income eligibility. At the November, 2003 Special Town Meeting, the Town adopted the state statute that allows cities and towns to increase the income and whole estate provisions annually by a cost of living adjustment as determined by the Commissioner of the Department of Revenue (DOR). In FY10, the combined impact of the COLAs since FY04 has increased the income provision to \$16,007 single / \$18,470 married and increased the asset provision to \$34,477 single / \$36,940 married.

In FY10, the total appropriation for all of these exemption reimbursements was \$25.3 million, with Brookline receiving \$41,896. In the Governor's FY11 budget proposal, total statewide funding is level-funded. For Brookline, the reimbursement is estimated at \$41,905, an amount that is \$9 (0%) greater than FY10.

All of the above exemptions have been doubled annually by Town Meeting in accordance with Chapter 73, Section 4 of the Acts of 1986, as amended by Chapter 126 of the Acts of 1988.

REVENUE SOURCE	FY2008 ACTUAL	FY2009 ACTUAL	FY2010 BUDGET	FY2010 ESTIMATE	FY2011 BUDGET	BUDGET INCREASE \$\$ %
<u>Veterans/Blind/Surviving Spouse</u>	41,394	40,901	41,896	41,896	41,905	9 0.0%
Totals	41,394	40,901	41,896	41,896	41,905	9 0.0%

**TOWN OF BROOKLINE  
FY2011 FINANCING PLAN**

**FUND: General Fund**

**REVENUE GROUP: State Aid  
SUB-GROUP: Cherry Sheet Offsets**

**CHERRY SHEET OFFSETS**

Cherry Sheet Offsets are amounts that constitute categorical aid and must be spent for specific municipal and regional school district programs. Funds received under programs designated as Offset items may be spent without appropriation in the local budget. The School Department reserves the Lunch Program funds for direct expenditure while the Library does the same with the Public Libraries appropriation. The School Department expends the Lunch Programs monies above and beyond the appropriated budget while the Library uses the funds to augment the Town's appropriation.

**LUNCH PROGRAMS**

Under Chapter 871 of the Acts of 1970, the State reimburses cities and towns a small portion of the costs of providing breakfasts and lunches to school children. The majority of funding for the lunch programs comes from the federal government and fees paid by the diners. Commencing in FY93, elderly lunch reimbursements were no longer included on the Cherry Sheet. Statewide FY10 funding totaled \$5.4 million. The Governor's FY11 budget proposal level-funds the account. For Brookline, funding is estimated at \$21,034, a decrease of \$879 (4%).

**PUBLIC LIBRARIES**

Public Libraries include three programs: the Library Incentive Grant (LIG), the Municipal Equalization Grant (MEG), and the Non-resident Circulation Offset. The LIG is intended to maintain and promote improved services. The MEG is meant to provide for some equalization amongst communities based upon their relative revenue raising capacities. Non-resident Circulation helps offset costs incurred through permitting non-residents access to the community's library facilities.

Three different funding formulas are used to distribute these funds. The LIG formula provides for \$0.50 per capita to communities who have populations over 2,500 and who have appropriated at least \$1,250 for public library services during the preceding year. The MEG formula is the same as the lottery formula, which is related to a community's comparative wealth and can be found on page III-26. The Non-resident Circulation Offset is determined annually by the (State) Board of Library Commissioners, based upon each community's share of the total statewide-circulated items. Statewide FY10 funding totaled \$7.1 million. The Governor's FY11 budget proposal level-funds the account. For Brookline, funding is estimated at \$81,002, a decrease of \$164 (0.2%).

REVENUE SOURCE	FY2008 ACTUAL	FY2009 ACTUAL	FY2010 BUDGET	FY2010 ESTIMATE	FY2011 BUDGET	BUDGET INCREASE	
						\$	%
Lunch Programs	22,427	19,642	21,913	21,913	21,034	(879)	-4.0%
Public Libraries	98,322	103,224	81,166	81,166	81,002	(164)	-0.2%
Totals	120,749	122,866	103,079	103,079	102,036	(1,043)	-1.0%

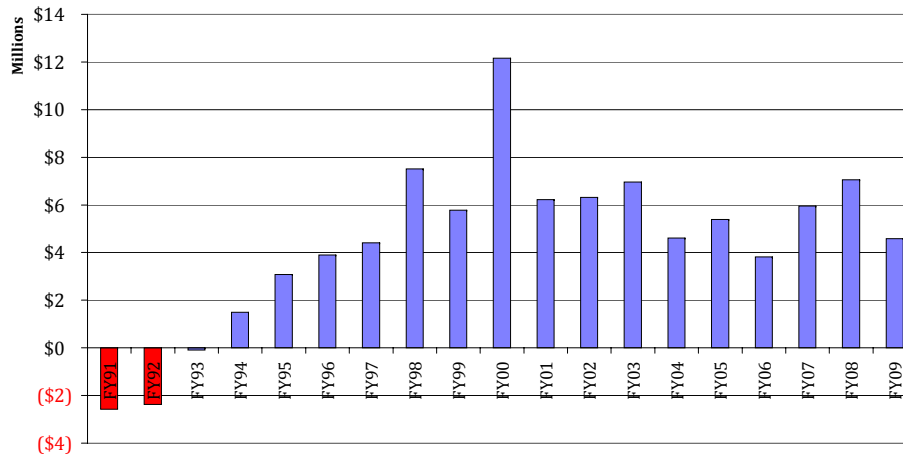
**FREE CASH**

Free Cash, which is certified as of July 1 each year by the Commonwealth's Department of Revenue (DOR), represents the portion of General Fund surplus revenue that is unrestricted and available for appropriation. These funds, once certified, may be used to support supplemental appropriations during the year, to support the ensuing fiscal year's budget, or to reduce the tax levy. The Town's Free Cash Policy, which can be found in its entirety in the Appendix of this Financial Plan, states that all Free Cash, after funding reserves at target levels, goes to support the Town's Capital Improvement Program (CIP).

Free Cash is generated when the actual operating results compare favorably with the budget, such as when actual revenues exceed the original estimates and/or when actual expenditures are less than appropriated. It is also affected by increases or decreases in uncollected property taxes, non-General Fund deficit balances, and any other legally incurred operating deficits. Massachusetts General Law permits an updated Free Cash determination during the fiscal year. Any community may request the DOR to compute an Adjusted Free Cash based upon their collections, net of refunds, of the previous years' property taxes. The collection period, under normal circumstances, begins July 1, the first day of the new fiscal year, and may not go beyond March 31, or nine months later, except in years when bills are late. Special rules apply to those unusual years.

From FY91 through FY93, Free Cash was certified with negative balances, as can be seen in the graph below. Very tight budgeting and unusually large delinquent tax balances created this situation. This condition began to improve in FY94. Since then, the combination of adopting prudent fiscal policies, more conservative revenue estimates, and closely monitoring expenditures have contributed to the favorable levels of Free Cash. The Free Cash certification for funds available for use in FY11 (i.e., Free Cash as of 7/1/09) decreased \$2.5 million (34.9%) to \$4.59 million.

**Annual Free Cash Certifications**



Due to the difficulty in predicting Free Cash and the need to provide some reserve for potential unforeseen or extraordinary expenses, especially in a tight budgeting environment, the Selectmen have adopted a formal Free Cash appropriation policy. An amount equivalent to 0.25% of the prior year's net revenue (approximately \$464,000) is appropriated for use as part of the Town's operating budget. When combined with the tax-supported portion of the budget reserve, which is an amount equivalent to 0.75% of the prior year's net revenue, the result is a total budget reserve equivalent to 1% of the prior year's net revenue.

The Free Cash balance as of the close of FY09 has been certified at \$4,590,079. After making the following appropriations, \$3,670,340 is available for capital improvements:

- \$464,239 to the Operating Budget Reserve Fund
- \$455,500 to the Liability/Catastrophe Fund

REVENUE SOURCE	FY2008 ACTUAL	FY2009 ACTUAL	FY2010 BUDGET	FY2010 ESTIMATE	FY2011 BUDGET	BUDGET INCREASE	
						\$	%
Free Cash appropriated for:							
Capital Improvements	2,891,385	5,020,852	3,121,351	3,121,351	3,670,340	548,989	17.6%
Operating Budget Reserve Fund	418,778	436,636	458,547	458,547	464,239	5,692	1.2%
Stabilization Fund	0	0	0	0	0	0	-
Affordable Housing Trust Fund	0	0	0	0	0	0	-
Worker's Compensation Trust Fund	250,000	200,000	0	0	0	0	-
Liability Reserve	254,629	297,475	1,443,397	1,443,397	455,500	(987,897)	-68.4%
Other Special Appropriations	0	0	2,030,000	2,030,000	0	(2,030,000)	-
<b>Totals</b>	<b>3,814,792</b>	<b>5,954,963</b>	<b>7,053,295</b>	<b>7,053,295</b>	<b>4,590,079</b>	<b>(2,463,216)</b>	<b>-34.9%</b>

**OTHER AVAILABLE FUNDS**

Other Available Funds are derived from legally restricted funds and can only be used to offset related appropriations. The anticipated amount available to defray FY11 appropriations is \$4.8 million, a decrease of \$2.6 million (35.3%) from the amount available in FY10.

1. **Parking Meter Receipts** - an increase of \$100,000 (3.9%) to \$2.65 million is anticipated.
2. **Walnut Hills Cemetery Funds** - these are receipts from the sale of lots and income from the perpetual care fund, which are deposited into separate funds. The transfer from these funds to the General Fund is to reimburse the General Fund for the expenses associated with the operation of the cemetery, which is funded in the DPW budget. It is level-funded at \$50,000.
3. **State Aid for Libraries** - this is the portion of the Cherry Sheet Offset aid, previously described under the "Cherry Sheet Offsets" section, that is used as a direct offset to the Library. It is level-funded at \$41,555.
4. **Golf Enterprise Fund Reimbursement** - this reimbursement to the General Fund consists of the fringe benefit costs associated with those employees whose salaries are charged to the Enterprise Fund, supervision/overhead, re-payment of the FY01 loan from the Town, the Town Fee (i.e., projected year-end surplus), and property insurance. The total reimbursement decreases \$5,127 (2.8%). The Town Fee component decreases \$7,377 (12.2%).
5. **Recreation Revolving Fund Reimbursement** - this reimbursement to the General Fund represents the fringe benefit costs associated with those employees whose salaries are funded in the Revolving Fund. Massachusetts General Law, Chapter 44, Section 53E1/2, the statute under which the Recreation Revolving Fund was established, mandates that "[N]o revolving fund expenditures shall be made for the purpose of paying any wages or salaries for full time employees unless such revolving fund is also charged for the costs of fringe benefits associated with the wages or salaries so paid." Therefore, with full-time employees being charged to the fund, fringe benefits must be charged. The FY11 reimbursement decreases \$10,086 (4.8%) to \$200,784.
6. **Water and Sewer Enterprise Fund Reimbursement** - this reimbursement to the General Fund consists of fringe benefits and certain interdepartmental expenses. The total reimbursement decreases \$365,803 (17.9%) to \$1.68 million. This large decrease is due to three factors: (1) a reduction in worker's comp expenses, (2) a reduction in health insurance costs, and (3) the re-budgeting of the Water and Sewer Director in the Enterprise Fund in lieu of charging back 90% of the Deputy Commissioner's salary through an overhead reimbursement. [Since FY01, the Water and Sewer Director served as both the Director and the DPW Deputy Commissioner and 90% of his General Fund salary was charged back to the Enterprise Fund. This changes in FY11 with the promotion of the Deputy Commissioner to Commissioner and to backfill the position with a Director of Water and Sewer.]
7. **Tax Abatement Reserve Surplus** - also known as the Overlay Reserve Surplus, \$0 is planned for in FY11, compared to the \$1,505,000 used for FY10 to fund one-time expenses, per the Town's policies.
8. **Capital Project Surplus** - \$0 of remaining balances from existing capital projects is being re-appropriated to support the CIP, compared to the \$830,000 used in FY10.
9. **Sale of Town-owned Land Fund** - Chapter 44, Section 63 of Massachusetts General Laws requires the proceeds from the sale of any publicly-owned land, except for property acquired through tax title foreclosures, be placed in a separate fund and be used for paying any debt service associated with the acquisition of the land. If no indebtedness exists, then the proceeds can be used for any purpose for which a municipality is authorized to incur debt. In FY11, no funds are anticipated to be available from this revenue source.

REVENUE SOURCE	FY2008 <u>ACTUAL</u>	FY2009 <u>ACTUAL</u>	FY2010 <u>BUDGET</u>	FY2010 <u>ESTIMATE</u>	FY2011 <u>BUDGET</u>	BUDGET INCREASE	
						\$	%
Parking Meter Receipts	2,495,486	2,500,000	2,550,000	2,550,000	2,650,000	100,000	3.9%
Walnut Hill Cemetery Fund	100,000	50,000	50,000	50,000	50,000	0	0.0%
State Aid for Libraries	41,555	41,555	41,555	41,555	41,555	0	0.0%
Golf Enterprise Fund Reimbursement	373,004	179,064	186,349	186,349	181,222	(5,127)	-2.8%
Recreation Revolving Fund Reimbursement	186,355	198,027	210,870	210,870	200,784	(10,086)	-4.8%
Water and Sewer Enterprise Fund Reimb.	4,513,660	1,877,687	2,046,265	2,046,265	1,680,462	(365,803)	-17.9%
Tax Abatement Reserve Surplus	850,000	0	1,505,000	1,505,000	0	(1,505,000)	-100.0%
Capital Project Surplus	43,552	590,000	830,000	830,000	0	(830,000)	-100.0%
Sale of Town-owned Land Fund	0	550,000	0	0	0	0	-
Totals	8,603,612	5,436,333	7,420,039	7,420,039	4,804,023	(2,616,016)	-35.3%



**TOWN OF BROOKLINE  
FY2011 FINANCING PLAN**

**FUND: Enterprise Fund**

**REVENUE GROUP: Water and Sewer**

**WATER AND SEWER ENTERPRISE**

The Department of Public Works is responsible for the operation of the Water and Sewer Division. The Division is responsible for maintaining and operating the municipal water distribution system in accordance with industry standards promulgated by the American Water Works Association and all applicable state and federal regulations, as well as for maintaining and operating the municipal sewer and surface water drain systems in accordance with all applicable state, federal, and MWRA regulations for the collection and discharge of wastewater.

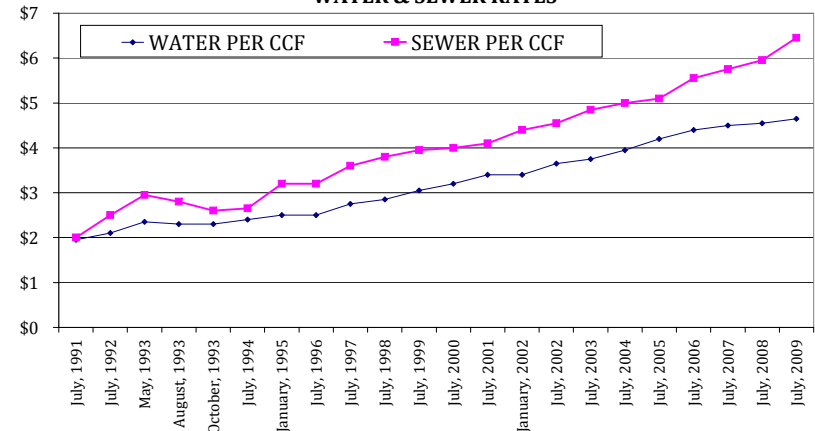
The operation is treated as an enterprise fund under Massachusetts General Laws, Ch. 44, Sec. 53F1/2. The Enterprise Fund was established by Town Meeting in 2001. Prior to that vote, the Water and Sewer operation was accounted for in the General Fund. Treating the operation as an enterprise fund allows for the use of the full accrual basis of accounting, a requirement of the Government Accounting Standards Board's (GASB) financial reporting standard GASB statement #34. The Enterprise Fund fully reimburses the General Fund for expenses incurred on behalf of its operation, including fringe benefits. The Fund covers 100% of its expenses.

Early indications are that the costs for water and sewer services for FY11 will increase by \$544,851 (2.3%) over FY10. The increase is driven primarily by the MWRA Assessment (\$810,900, 5%), partially offset by decreases in the Overhead Reimbursement (\$365,803, 17.9%) and Capital (\$139,400, 49.8%). Since the Enterprise Fund is 100% cost recovery, the rates will need to be adjusted to generate the revenue required to cover the increase in costs.

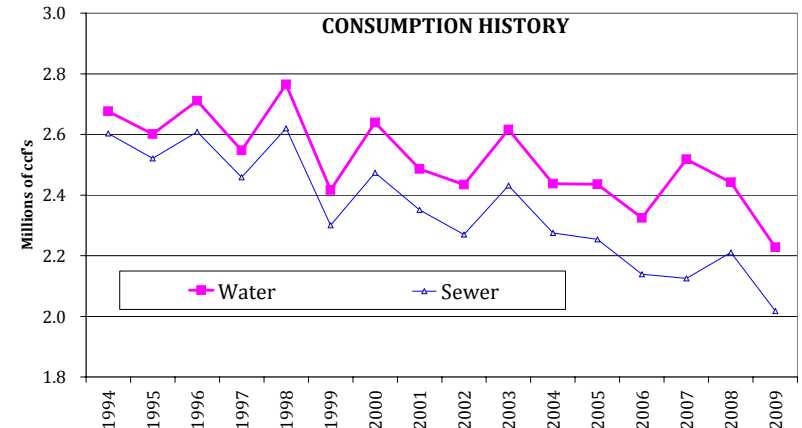
The financial condition of the Enterprise Fund has improved greatly over the past few years. After budgetary deficits were realized in three consecutive years (FY01-FY03), FY04 and FY05 produced surpluses, reducing the overall negative fund balance. Unfortunately, FY06 realized a deficit that was covered as part of the FY07 rate setting process. The FY06 deficit was the result of a record-low water consumption level. When consumption estimates (i.e., sales estimates) are not met, revenue is not generated at the estimated levels and a revenue deficit occurs. As the chart to the right shows, there has been a gradual decrease in consumption. Fiscal years '07-'09 each produced operating surpluses, bringing the fund balance into a positive situation. The Town will continue to monitor consumption and reduce the estimate, if necessary, to avoid operating deficits.

Please see the Enterprise Fund section of the Department of Public Works' budget in Section IV of this Financial Plan for a breakdown of the expenditures associated with the Water and Sewer Division.

**WATER & SEWER RATES**



**CONSUMPTION HISTORY**



REVENUE SOURCE	FY2008 <u>ACTUAL</u>	FY2009 <u>ACTUAL</u>	FY2010 <u>BUDGET</u>	FY2010 <u>ESTIMATE</u>	FY2011 <u>BUDGET</u>	BUDGET INCREASE	
Water and Sewer Charges	22,235,871	22,707,448	23,704,072	23,704,072	24,296,222	\$592,150	2.5%
Late Payment Fees	103,714	112,630	120,000	120,000	110,000	(10,000)	-8.3%
Service Fees	119,336	102,217	120,000	120,000	82,000	(38,000)	-31.7%
Rate Relief (State Aid)	49,798	0	0	0	0	0	-
Misc	29,066	36,191	9,300	9,300	10,000	700	7.5%
Gross Total	22,537,785	22,958,486	23,953,372	23,953,372	24,498,222	544,850	2.3%
less Reimbursement to the General Fund	4,513,660	1,877,687	2,046,265	2,046,265	1,680,462	(365,803)	-17.9%
Net Total	18,024,125	21,080,799	21,907,107	21,907,107	22,817,761	910,653	4.2%



**TOWN OF BROOKLINE  
FY2011 FINANCING PLAN**

**FUND: Enterprise Fund**

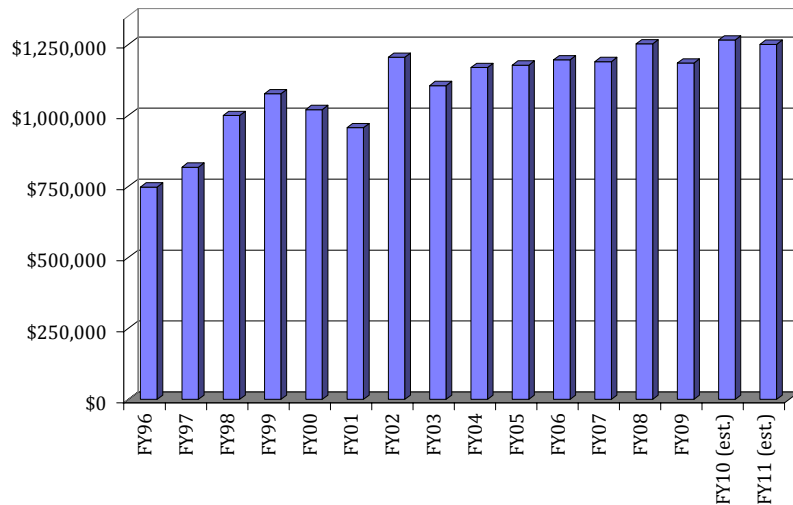
**REVENUE GROUP: Golf Course**

**GOLF COURSE ENTERPRISE**

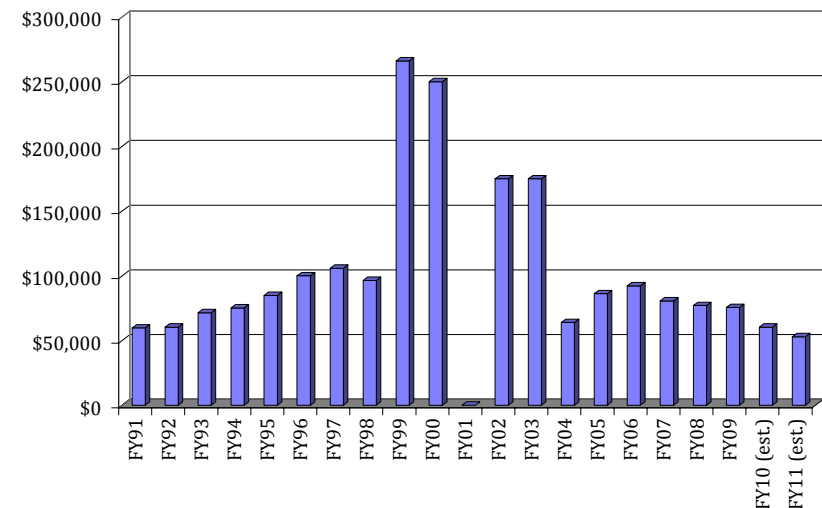
The Recreation Department is responsible for the operation of the Town-owned Robert T. Lynch Municipal Golf Course at Putterham Meadows. In doing so, the Department collects golf course-related revenues for green fees, golf cart rentals, concessions, and Pro Shop sales that are deposited into the Golf Course Enterprise Fund, as allowed for under Massachusetts General Laws, Ch. 44, Sec. 53F1/2. The golf course operation has been treated as an enterprise fund since FY91. Treating the operation as an enterprise fund allows for the use of the full accrual basis of accounting, a requirement of the Government Accounting Standards Board's (GASB) financial reporting standard GASB statement #34. The Enterprise Fund fully reimburses the General Fund for expenses incurred on behalf of the golf operation, including fringe benefits. In addition to covering 100% of its expenses, the Enterprise Fund sends to the General Fund its projected year-end operating surplus, thereby supplying the General Fund with an annual source of revenue to support other operations. The history of this so-called "Town Fee" is shown in the bottom-right graph.

In FY11, collections are estimated to total \$1.25 million, a decrease of \$15,000 (1.2%) from the budgeted FY10 figure, the result of using \$15,000 of retained earnings in FY10 for a one-time expense, something that will not occur in FY11. Please see the Enterprise Fund section of the Recreation Department's budget in Section IV of this Financial Plan for a breakdown of the expenditures associated with the Golf Course.

**GOLF COURSE ENTERPRISE FUND REVENUE**



**GOLF COURSE ENTERPRISE FUND "TOWN FEE" PAYMENTS**



REVENUE SOURCE	FY2008 ACTUAL	FY2009 ACTUAL	FY2010 BUDGET	FY2010 ESTIMATE	FY2011 BUDGET	BUDGET INCREASE	
						\$	%
Green Fees / Permits	1,031,274	964,740	1,030,000	1,030,000	1,030,000	0	0.0%
Cart Rentals	95,167	82,213	82,000	82,000	82,000	0	0.0%
Pro Shop	92,243	63,358	75,000	75,000	75,000	0	0.0%
Concessions	19,327	30,017	30,000	30,000	30,000	0	0.0%
Golf Clinics	0	18,415	17,500	17,500	17,500	0	0.0%
Other	15,055	26,117	16,700	16,700	16,700	0	0.0%
Retained Earnings	0	0	15,000	15,000	0	(15,000)	-100.0%
Gross Total	1,253,066	1,184,860	1,266,200	1,266,200	1,251,200	(15,000)	-1.2%
less Reimbursement to the General Fund	373,004	179,064	186,349	186,349	181,222	(5,127)	-2.8%
Net Total	880,062	1,005,796	1,079,851	1,079,851	1,069,978	(9,873)	-0.9%

**TOWN OF BROOKLINE  
FY2011 FINANCING PLAN**

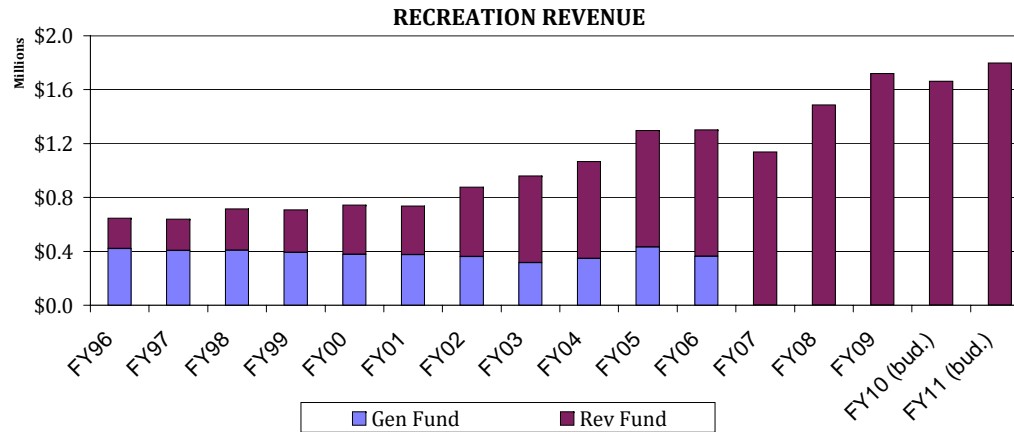
**FUND: Revolving Fund**

**REVENUE GROUP: Recreation**

**RECREATION REVOLVING FUND**

Established by Town Meeting in 1992 per the provisions of Massachusetts General Laws Chapter 44, Section 53E1/2, the Recreation Revolving Fund holds the fees collected for the programs the Recreation Department sponsors. Beginning in FY07, all Recreation Department revenue is deposited in the Revolving Fund, as opposed to being split between the General Fund and the Revolving Fund. This was made possible by the passage of Chapter 79 of the Acts of 2005, which enabled the Town to have a revolving fund revenue ceiling equal to 2 1/2% of the property tax levy instead of the 1% ceiling imposed by the state statute.

Approved every year by Town Meeting as part of the annual appropriations article, the FY11 estimate for the Revolving Fund is \$1.8 million, an increase of \$135,204 (8.1%). Please see the Revolving Fund section of the Recreation Department's budget in Section IV of this Financial Plan for a breakdown of the expenditures associated with the programs accounted for under the Revolving Fund.



REVENUE SOURCE	FY2008	FY2009	FY2010	FY2010	FY2011	BUDGET INCREASE	
	ACTUAL	ACTUAL	BUDGET	ESTIMATE	BUDGET	\$	%
Adult Programs	0	22,496	15,000	15,000	30,000	15,000	100.0%
Amory & Main Gym	35,730	0	0	0	0	0	-
Aquatic	264,114	408,731	390,000	390,000	420,000	30,000	7.7%
Community Programs	0	9,364	12,000	12,000	14,000	2,000	16.7%
Environmental Programs	27,584	38,171	35,000	35,000	40,000	5,000	14.3%
Facility Program	98,109	0	0	0	0	0	-
Ice Skating	109,717	137,541	110,000	110,000	110,000	0	0.0%
Permits	0	71,807	70,000	70,000	70,000	0	0.0%
School Based Programs	431,432	459,963	475,000	475,000	475,000	0	0.0%
Ski Programs and Trips	17,524	0	0	0	0	0	-
Summer Camp	226,550	258,236	259,796	259,796	273,000	13,204	5.1%
Teen Programs	41,558	53,178	50,000	50,000	50,000	0	0.0%
Tennis/Open Basketball Programs	0	11,781	10,000	10,000	80,000	70,000	700.0%
Youth Programs	111,055	208,162	235,000	235,000	235,000	0	0.0%
Youth Soccer	122,740	0	0	0	0	0	-
Misc Revenue	0	41,051	0	0	0	0	-
Gross Total	1,486,113	1,720,481	1,661,796	1,661,796	1,797,000	135,204	8.1%
less Reimbursement to the General Fund	186,355	198,027	210,870	210,870	200,784	(10,086)	-4.8%
Net Total	1,299,758	1,522,454	1,450,926	1,450,926	1,596,216	145,290	10.0%

**FUND ACCOUNTING**

The financial operations of the Town are organized into funds and account groups, each of which is a separate fiscal and accounting entity. Fund accounting is used to ensure and demonstrate compliance with finance-related legal requirements. All of the funds can be divided into three categories: governmental funds, proprietary funds, and fiduciary funds.

**1. GOVERNMENTAL FUNDS** - most Town functions are financed through what are called governmental funds. There are three types of governmental funds maintained by the Town: the General Fund, Special Revenue Funds, and the Capital Projects Fund.

A. General Fund - this is the major operating fund of the Town and it accounts for the vast majority of Town operations. The General Fund is supported by revenues from real estate and personnel property taxes, state and federal aid, excise taxes, investment income, fines and forfeitures, and fees, fines and charges. Most of the Town's departments, including the Schools, are supported in whole or in part by the General Fund.

B. Special Revenue Funds - these are used to account for those types of revenues that are legally restricted to being spent for a specific purpose (except for expendable trusts or major capital projects). These revenues must be accounted for separately from the General Fund for a variety of reasons. The Town's Special Revenue Funds are grouped into five categories:

1. *Revolving Funds* - these allow the Town to raise revenues from a specific service and use those revenues to support the service. Revolving Funds are established by state statute and may require reauthorization each year at Town Meeting. There are four revolving funds on the Town side that require annual reauthorization: the Recreation Revolving Fund, the Sidewalk Betterment Fund, the Facade Improvement Loan Fund, and the Rental of Town Property Fund. Examples of revolving funds on the School side include the School Lunch Fund, the School Athletics Fund, and Summer School Fund.

2. *Receipts Reserved for Appropriation* - these are restricted to a specific use but also require appropriation by Town Meeting such as Parking Meter Receipts and the Sale of Town-owned real estate.

3. *School Grants* - these are state and federal grants for School programs including smoking cessation, drug free school programs, community partnership, education technology, health services, Title I, and special education.

4. *Other Intergovernmental Funds* - these are state and federal grants for Town programs, such as community policing, Chapter 90 (road repairs), state elections, Council on Aging programs, and library aid.

5. *Other Special Revenue Funds* - these account for miscellaneous special revenues often including private donations for a specific purpose, such as gifts for Police and Fire equipment, numerous Health Department sponsored programs, and Senior Center programs.

C. Capital Projects Fund - this is used to account for monies used for the acquisition or construction of major capital facilities. It is funded primarily by the receipts of bond proceeds resulting from the Town's issuance of bonds for a specific project. Other funding sources include private donations and grants.

**2. PROPRIETARY FUNDS** - these are used to account for a government's business-type activities. There are two types of proprietary funds - enterprise funds and internal service funds. Both fund types use the same generally accepted accounting principles (GAAP) as similar to businesses in the private sector. Both enterprise and internal service funds recover the full cost of providing services (including capital costs) through fees and charges on those who use their services.

A. Enterprise Funds - these allow for a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. The Town has two enterprise funds: the Water and Sewer Enterprise Fund and the Golf Course Enterprise Fund. Both were established per the provisions of Ch. 44, Sec. 53F1/2.

B. Internal Service Funds - these are an accounting device used to accumulate and allocate costs internally among various functions. The Town uses internal service funds to account for health insurance activities, worker's compensation benefits, and municipal insurance.

**3. FIDUCIARY FUNDS** - these are used to account for assets held by the Town in a trustee capacity or as an agent for individuals, private organizations, and other governmental units. Fiduciary Funds include expendable trusts, non-expendable trusts, and agency funds.

A. Expendable Trusts - these are used to account for monies received by the Town in a trustee capacity where both the principal and earnings of the fund may be expended. Examples include the Town's Stabilization Fund, the BAA Trust Fund, and the Friends of Brookline Health.

B. Non-Expendable Trusts - these are used to account for trusts where the principal must remain intact. Generally, income earned on the non-expendable trust principal may be expended in accordance with the conditions of the trust. Examples include the Cemetery Perpetual Trust, the Ben Alper Tree Trust, and the Abbie Deanne School Trust.

C. Agency Funds - these are used to account for funds that are custodial in nature and do not involve the measurement of operations. An example is the private details fund.

The table on the following page shows the Combined Summary of Revenues and Expenditures, on a budgetary basis, for the Town. It shows the beginning and year-end fund balances for the Town's funds.

TOWN OF BROOKLINE FY2011 FINANCING PLAN					FUND ACCOUNTING: Actual FY08 Consolidated Summary						
COMBINED SUMMARY OF REVENUES AND EXPENDITURES (Budgetary basis) - FY09											
	Governmental General Fund	Special Revenue - Recreation Revolving Fund	Other Special Revenue	Enterprise - Water & Sewer	Enterprise - Golf	Capital Projects	Trust & Agency Funds	Private Purpose Trust Funds	Internal Service Funds	Total All Funds	
Revenues											
Real & Personal Property Taxes, net of refunds	146,542,184									\$	146,542,184.00
Motor Vehicle & other Excise Taxes	5,027,901									\$	5,027,901.00
hotel/Motel Tax	788,531									\$	788,531.00
Charges for Services	5,006,364		4,463,639	112,630						\$	9,582,633.46
Penalites & Interest on Taxes	494,311									\$	494,311.00
PILOT	1,021,504									\$	1,021,504.00
Licensees and Permits	3,227,512									\$	3,227,512.00
Fines & forfeitures	4,518,301		10,725							\$	4,529,026.00
Intergovernmental	18,362,464		9,906,819							\$	28,269,283.37
Departmental & other	599,320	1,734,527	3,623,120	22,826,966	1,174,958		2,656,271			\$	32,615,161.90
Contributions			3,151,708				781,335	80,170		\$	4,013,213.71
Other Revenue		14,047	279,818	18,890	9,902	25			3,027,556	\$	3,350,238.20
Investment Income	942,808		53,965				153,432	(472,500)	191,151	\$	868,854.87
Total Revenues	\$ 186,531,200	\$ 1,748,574	\$ 21,489,795	\$ 22,958,486	\$ 1,184,860	\$ 25	\$ 3,591,038	\$ (392,330)	\$ 3,218,707	\$	240,330,355
Expenditures:											
Current:											
General Government	9,730,373		1,241,384			3,780,487	2,368		1,297,365	\$	16,051,977.26
Public Safety	34,348,558		618,156				2,632,687			\$	37,599,401.39
Education	68,853,356		14,757,557			2,587,052		257,516		\$	86,455,480.96
Public Works	17,219,253		1,503,628	20,999,461	1,004,767	2,333,706	65,431			\$	43,126,246.27
CDBG			1,199,345							\$	1,199,345.00
Human Services	2,283,624		343,804				48,233			\$	2,675,661.26
Leisure Services	4,649,840	1,471,231	173,917			43,813	164,981			\$	6,503,782.49
Pension benefits	11,416,914									\$	11,416,914.00
Fringe Benefits	24,714,243								1,818,301	\$	26,532,543.73
State and county charges	5,493,891									\$	5,493,891.00
Debt Service:										\$	-
Principal	8,232,309									\$	8,232,309.00
Interest	4,020,451									\$	4,020,451.00
Total Expenditures	\$ 190,962,812	\$ 1,471,231	\$ 19,837,791	\$ 20,999,461	\$ 1,004,767	\$ 8,745,058	\$ 2,913,701	\$ 257,516	\$ 3,115,666	\$	249,308,003
Excess (deficiency) of Revenues over Expenditures	\$ (4,431,612)	\$ 277,343	\$ 1,652,004	\$ 1,959,025	\$ 180,093	\$ (8,745,033)	\$ 677,337	\$ (649,846)	\$ 103,041	\$	(8,977,649)
Other Financing Sources (Uses):											
Proceeds from bonds & notes										\$	-
Premium from issuance of bonds						11,390,000				\$	11,390,000.00
Sale of Capital Assets										\$	-
Overlay Transfer										\$	-
Insurance recovery										\$	-
Transfers in	5,630,070		53,965						-	\$	5,684,034.50
Transfers out	(47,282)	(198,027)	(3,357,904)	(1,877,687)	(179,064)		(24,071)			\$	(5,684,034.50)
Total Other Financing Sources (Uses):	\$ 5,582,788	\$ (198,027)	\$ (3,303,939)	\$ (1,877,687)	\$ (179,064)	\$ 11,390,000	\$ (24,071)	\$ -	\$ -	\$	11,390,000
Other Adjustments to Fund Balance	\$ -	\$ (28,093)	\$ 195,368			\$ (2,188,807)	\$ (8,704)		\$ -	\$	(2,030,236)
Net Change in Fund Balances	\$ 1,151,176	\$ 79,316	\$ (1,651,935)	\$ 81,338	\$ 1,029	\$ 2,644,967	\$ 653,266	\$ (649,846)	\$ 103,041	\$	2,412,351
Fund Balance at Beginning of Year	\$ 34,052,027	\$ 163,559	\$ 12,422,675	\$ 180,750	\$ 216,246	\$ 1,094,403	\$ 12,668,146	\$ 4,688,873	\$ 8,257,824	\$	73,744,503
Fund Balance at End of Year	\$ 35,203,203	\$ 214,782	\$ 10,966,108	\$ 262,088	\$ 217,275	\$ 1,550,563	\$ 13,312,708	\$ 4,039,027	\$ 8,360,865	\$	74,126,618
SOURCE: Office of the Comptroller											

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Selectmen																																																																			
<p><b><u>PROGRAM DESCRIPTION</u></b></p> <p>The Board of Selectmen is composed of five members who are elected for staggered three-year terms. As directors of the municipal corporation, they are vested with the general management of the Town. The Selectmen initiate legislative policy by inserting articles in Town Meeting Warrants and then implement and enforce the votes subsequently adopted; establish town administrative policies; review and set fiscal guidelines for the annual operating budget and the six-year capital improvements program; appoint department heads and members of many official boards and commissions; hold public hearings on important town issues and periodic conferences with agencies under their jurisdiction and with community groups; represent the Town before the General Court and in all regional and metropolitan affairs; and enforce Town by-laws and regulations.</p> <p>The Selectmen also serve as the licensing board responsible for issuing and renewing over 600 licenses in 20 categories, including common victualler, food vendor, liquor, lodging house, open-air parking lots, inflammables, and entertainment.</p>	<p><b><u>FY2011 OBJECTIVES*</u></b></p> <p>1. To continue to observe the recommendations of the Override Study Committee relative to long-term financial sustainability, as adopted by Resolution in March, 2008.</p> <p>2. To continue implementation of recommendations of the Efficiency Initiative Committee and OPEB Task Force, where feasible, and to explore new opportunities for improving productivity and eliminating unnecessary costs.</p> <p>3. To proceed with the transition for group health coverage per the agreement executed between the Town and the Union Public Employee Committee to enter the Group Insurance Commission.</p> <p>4. To continue to be guided by Fiscal Policies relative to reserves and capital financing as part of the ongoing effort to observe sound financial practices and retain the Aaa credit rating.</p> <p>5. To continue the Town/School Partnership as the means of budgetary planning for financial issues that span municipal and school interests.</p> <p>6. To conduct labor contract negotiations for equitable settlements in conjunction within the Town’s ability to pay as shaped by the objectives noted above.</p> <p>7. To urge State officials, especially through continuous advocacy with our Legislative Delegation, for adequate levels of Local Aid and adoption of Home Rule Legislation, such as the exemption for non-public safety employees from Civil Service.</p> <p>8. To carry out the CIP and the completion of major projects in progress including Muddy River Restoration, Fisher Hill Reservoir Re-Use, Village Square, Town Hall/Main Library/Pierce School garages, and the Runkle School in cooperation with the School Building Authority.</p> <p>9. To continue to work with the School Committee on the development of a comprehensive plan to address the space needs issue in the schools.</p> <p>10. To more fully integrate environmental concerns into Town governance through consideration of the recommendations of the Climate Action Committee and the Moderator’s Committee on Waste Disposal.</p> <p>*Not necessarily in priority order.</p>																																																																			
<p><b><u>BUDGET STATEMENT</u></b></p> <p>The FY11 budget reflects an increase of \$3,442 (0.6%) due to Steps (\$3,167), an increase in Longevity (\$625) and a decrease in the clothing allowance (\$350).</p>	<table><tr><th colspan="6">PROGRAM COSTS</th></tr><tr><th rowspan="2">CLASS OF EXPENDITURES</th><th rowspan="2">ACTUAL FY2009</th><th rowspan="2">BUDGET FY2010</th><th rowspan="2">REQUEST FY2011</th><th colspan="2">FY11 vs. FY10</th></tr><tr><th>\$ CHANGE</th><th>% CHANGE</th></tr><tr><td>Personnel</td><td>619,398</td><td>578,497</td><td>581,940</td><td>3,442</td><td>0.6%</td></tr><tr><td>Services</td><td>4,791</td><td>7,463</td><td>7,463</td><td>0</td><td>0.0%</td></tr><tr><td>Supplies</td><td>5,678</td><td>4,500</td><td>4,500</td><td>0</td><td>0.0%</td></tr><tr><td>Other</td><td>3,217</td><td>6,400</td><td>6,400</td><td>0</td><td>0.0%</td></tr><tr><td>Capital</td><td>2,894</td><td>3,300</td><td>3,300</td><td>0</td><td>0.0%</td></tr><tr><td>TOTAL</td><td>635,977</td><td>600,160</td><td>603,603</td><td>3,442</td><td>0.6%</td></tr><tr><td>BENEFITS</td><td></td><td></td><td>281,314</td><td></td><td></td></tr><tr><td>REVENUE</td><td>406,779</td><td>372,075</td><td>407,075</td><td>35,000</td><td>9.4%</td></tr></table>						PROGRAM COSTS						CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		\$ CHANGE	% CHANGE	Personnel	619,398	578,497	581,940	3,442	0.6%	Services	4,791	7,463	7,463	0	0.0%	Supplies	5,678	4,500	4,500	0	0.0%	Other	3,217	6,400	6,400	0	0.0%	Capital	2,894	3,300	3,300	0	0.0%	TOTAL	635,977	600,160	603,603	3,442	0.6%	BENEFITS			281,314			REVENUE	406,779	372,075	407,075	35,000	9.4%
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<p align="center"><b>TOWN OF BROOKLINE FY2011 PROGRAM BUDGET</b></p>	<p align="center"><b>PROGRAM GROUP: Administration and Finance PROGRAM: Selectmen</b></p>
<p><b><u>FY2011 OBJECTIVES (con't.)</u></b></p> <p>11. To continue to work towards meeting the criteria to become a "Green Community" when appropriate in order to utilize all the tools and grants available though DOER for cities and towns to reduce fossil fuel emissions in a sustainable manner, reduce total energy use and improve energy efficiency in public buildings.</p> <p>12. To continue to investigate ways to reduce our municipal solid waste including programs such as single stream recycling and "pay as you throw".</p> <p>13. Building on the momentum of the Brookline 2010 Campaign, to continue to raise awareness and work towards reducing the carbon footprint of our community by promoting behavior changes like using an alternate mode of transportation and investigating programs such as bike sharing.</p> <p>14. To broaden the Town's commitment to promoting racial/religious diversity through efforts such as reinstituting formal MLK observances.</p> <p>15. To expand technology utilization through promotion of the Brookline MA.gov website and departmental applications such as the new permitting and inspection systems and the Cartegraph work order system.</p> <p>16. To assist the Fire Department in the utilization of technology to improve firefighter safety, re-engineer business processes, and improve intra-departmental communication.</p> <p>17. To work with the Town Clerk to develop a Town policy for records storage; to gather historic and archival Town records, documents and materials; to organize and catalog them; and to establish a suitable storage space in an accessible location.</p> <p>18. To examine capital outlay for equipment and vehicles such as the \$700,000 DPW line item that was last reviewed in May 2003.</p> <p>19. To deploy credit card machines into individual Town Offices for expanding on-site payment options.</p> <p>20. To foster appropriate development both for projects in progress, such as at Village Square and 111 Boylston Street, or in the planning of future projects by also striving to mitigate possible adverse impacts on Town resources from potential developments' such as Hancock Village.</p> <p>21. To review special permit provisions of the Zoning By-Law in order to determine whether this form of land use regulation can more directly control for adverse impacts on Town resources resulting from development.</p> <p>22. To explore possibilities to strengthen code enforcement for incidents of over-occupancy through possible changes in inspection practices, fine structure, and the processing of case information.</p> <p>23. To seek out opportunities to improve the streetscape with programs such as multi-space parking meters, LED street lights, alternative displays for newspaper boxes, and enforcement of the Sign By-Law.</p> <p>24. To ensure that historical plaques and symbols are maintained throughout the town and that deteriorating memorials are reviewed for possible preservation and restoration or replacement.</p>	<p><b><u>FY2011 OBJECTIVES (con't.)</u></b></p> <p>25. To support the efforts of EDAB and others to improve operations of existing infrastructure, leverage targeted tourism opportunities for our commercial areas, and seek well-planned possibilities for new appropriate developments.</p> <p>26. To examine taxation practices including possible special legislation for commercial property exemption, reviewing various assessing methodologies applicable to different classes of property, and strengthening system for verification of residential exemption claims.</p> <p>27. To strengthen relationships with the existing business community, such as collaborative problem-solving with businesses as important stakeholders in our community.</p> <p>28. To move forward with the redevelopment of the Town-owned reservoir at Fisher Hill as mixed-income housing and to continue the pursuit of affordable housing opportunities in other areas of town.</p> <p>29. To continue oversight of key policy considerations for the Police Department in the areas of Citizen Complaints and Video Camera Monitoring system.</p> <p>30. To act upon the recommendations of the Selectmen's Parking Committee as part of an overall parking management and enforcement program.</p> <p>31. To continue to seek PILOT Agreements with institutional non-profits along with an equitable approach for community-based organizations.</p> <p>32. To review existing policies and procedures for issuance of alcohol licenses and consider changes as appropriate.</p> <p>33. To encourage residents to take advantage of the newly renovated Brookline Access Television studio space and to continue to monitor service quality performance of both Comcast and RCN.</p> <p>34. To ensure all Brookline Veterans are offered assistance through Veterans' Services in a timely and professional manner and are treated with the highest level of dignity and respect for serving their country in a time of need.</p> <p>35. To continue efforts with the Commission for the Disabled to ensure legally mandated accessibility to private facilities and Town properties/programs.</p> <p>36. To strengthen relationships with Boards and Commissions.</p>



TOWN OF BROOKLINE FY2011 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Selectmen																																																																
<p><b><u>ACCOMPLISHMENTS</u></b></p> <ol style="list-style-type: none"> <li>Retained the Aaa credit rating.</li> <li>Successfully completed negotiations with the Public Employee Committee for joining the State's Group Insurance Commission (GIC).</li> <li>Continued to observe the recommendations of the Override Study Committee relative to long-term financial sustainability.</li> <li>Began implementation of recommendations of the Efficiency Initiative Committee as part of the overall approach to pursuing long-term sustainability.</li> <li>Began implementation of the OPEB Task Force recommendations as part of the sustainability strategy to address \$200-\$300 million in unfunded retiree health benefits.</li> <li>Continued to expand the utilization of technology to both yield budgetary savings and bring town government closer to the residents.</li> <li>Awarded the "Distinguished Budget Presentation Award" by the Government Finance Officers Association for the FY2010 budget document.</li> <li>Maintained a collaborative relationship with our Legislative Delegation.</li> <li>Continued the Town/School Partnership.</li> <li>Continued PILOT negotiations with Boston University.</li> <li>Continued planning for the implementation of a number of major capital projects on the Town's CIP, including: Runkle School, Landfill Closure/Re-Use, Muddy River Restoration, and Fisher Hill Reservoir Re-Use.</li> <li>Began pursuit of designation of Brookline as a "Green Community".</li> <li>Participated in state and regional transportation infrastructure planning, including the Muddy River and Urban Ring projects.</li> <li>Selected a developer and completed a Memorandum of Agreement and a Land Disposition Agreement with the selected redeveloper of the Fisher Hill Town-owned reservoir.</li> <li>Reviewed and responded to zoning changes proposed by the Zoning By-Law Committee and residents of the Town.</li> <li>Applied for and received over \$1.6 million in ARRA funds from the federal government as part of the stimulus package for use in homelessness prevention, energy conservation and community development projects.</li> <li>Continued a community-based planned process for Hancock Village.</li> <li>Appointed a Superintendent of Police and a Commissioner of Public Works.</li> <li>Continued to lower overall e-commerce transaction costs through consolidation of payment providers.</li> <li>Appointed a Camera Oversight Committee in order to assist the Chief of Police in measuring the impact of the Critical Infrastructure Monitoring System.</li> <li>Continued to monitor energy usage and costs in both Town and School buildings and vehicles in an effort to reduce energy consumption.</li> <li>Continued a comprehensive review of the Town's parking regulations under the Selectmens' Parking Committee.</li> </ol>	<p><b><u>ACCOMPLISHMENTS (con't.)</u></b></p> <ol style="list-style-type: none"> <li>Worked with Brookline Access Television (BAT) on their relocation to the Brookline High School Unified Arts Building.</li> <li>Secured legislative enactment of local option taxes that were immediately adopted by Town Meeting for purposes of pension funding.</li> <li>Successfully pursued a \$1 million earmark from the State Environmental Bond Bill to help with funding for environmental remediation associated with the landfill closing.</li> <li>Received approval from the Massachusetts School Building Authority (MSBA) for \$11.8 million in State funding for the Runkle School Project.</li> </ol> <p><b>PERFORMANCE / WORKLOAD INDICATORS</b></p> <table> <tr> <th></th><th>ACTUAL FY2008</th><th>ESTIMATE FY2009</th><th>ACTUAL FY2009</th><th>ESTIMATE FY2010</th><th>ESTIMATE FY2011</th></tr> <tr> <td colspan="6"><u>Performance:</u></td></tr> <tr> <td>Brookline's Credit Rating</td><td>Aaa</td><td>Aaa</td><td>Aaa</td><td>Aaa</td><td>Aaa</td></tr> <tr> <td># of Aaa's in Mass. *</td><td>13</td><td>12</td><td>12</td><td>12</td><td>12</td></tr> <tr> <td>Tax Levy Per Capita</td><td>\$2,469</td><td>\$2,584</td><td>\$2,584</td><td>\$2,679</td><td>\$2,771</td></tr> <tr> <td>% of budgets with at least 2 outcome indicators</td><td>100%</td><td>100%</td><td>100%</td><td>100%</td><td>100%</td></tr> <tr> <td colspan="6"><u>Workload:</u></td></tr> <tr> <td>Management Appointments</td><td>5</td><td>1</td><td>0</td><td>2</td><td>2</td></tr> <tr> <td>Town Meetings</td><td>2</td><td>2</td><td>2</td><td>4</td><td>2</td></tr> <tr> <td>Licenses Issued</td><td>674</td><td>675</td><td>658</td><td>670</td><td>670</td></tr> </table> <p>* Aaa's rated by Moody's</p>						ACTUAL FY2008	ESTIMATE FY2009	ACTUAL FY2009	ESTIMATE FY2010	ESTIMATE FY2011	<u>Performance:</u>						Brookline's Credit Rating	Aaa	Aaa	Aaa	Aaa	Aaa	# of Aaa's in Mass. *	13	12	12	12	12	Tax Levy Per Capita	\$2,469	\$2,584	\$2,584	\$2,679	\$2,771	% of budgets with at least 2 outcome indicators	100%	100%	100%	100%	100%	<u>Workload:</u>						Management Appointments	5	1	0	2	2	Town Meetings	2	2	2	4	2	Licenses Issued	674	675	658	670	670
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TOWN OF BROOKLINE FY2011 PROGRAM BUDGET					PROGRAM GROUP: Administration and Finance PROGRAM: Selectmen					
ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2010 SALARY RANGE		FY2010 BUDGET		FY2011 RECOMMENDATION	
			FY2008	FY2009	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Town Administrator	D-10	1.00	1.00	134,959	158,975	1.00	158,975	1.00	158,975
	Deputy Town Administrator	D-8	1.00	1.00	110,640	130,329	1.00	120,979	1.00	122,794
	Assistant Town Administrator	D-2	1.00	1.00	66,593	78,444	1.00	73,908	1.00	75,017
	Assistant to Town Administrator		1.00	1.00	60,539	71,312	1.00	71,312	1.00	71,312
	Head Clerk	C-9	1.00	1.00	44,212	46,040	0.53	24,311	0.53	24,555
	Recording Secretary	C-9	1.00	1.00	44,212	46,040	1.00	46,040	1.00	46,040
	Senior Clerk Secretary	C-7	1.00	1.00	41,147	42,947	1.00	42,947	1.00	42,947
	Subtotal		7.00	7.00			6.53	538,472	6.53	541,640
510102	Permanent Part Time Salaries									
	Arts Council Coordinator					\$600/month		7,200		7,200
	Charge Off to Spec Rev Fund							(7,200)		(7,200)
	Subtotal							0		0
	Other									
513044	Longevity Pay							3,275		3,900
514045	Stipend - Selectmen (Chair)					3,500		3,500		3,500
514045	Stipend - Selectmen (4)					2,500		10,000		10,000
514501	Stipend - Recording Secretary					7,800		7,800		7,800
515501	Clothing/Uniform Allowance							1,050		700
515540	Automobile Allowance							4,200		4,200
510101	Additional Compensation							10,200		10,200
	Subtotal							40,025		40,300
	<b>Total</b>		<b>7.00</b>	<b>7.00</b>			<b>6.53</b>	<b>578,497</b>	<b>6.53</b>	<b>581,940</b>

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Human Resources																																																													
<p><b><u>PROGRAM DESCRIPTION</u></b></p> <p>The goals of the Human Resources Department, as defined by the Town’s Human Resources By-Law (Section 3.15), are to develop and administer fair and equitable Human Resources policies for the Town and its employees and to provide a system of Human Resources administration that is uniform, fair, efficient, and represents the mutual interest of the Town and employees of the Town.</p> <p>The Department is responsible for assisting all town departments with the recruitment and selection of new employees, while ensuring compliance with all applicable federal, state, and local laws that govern this process. It develops and distributes policies regarding a number of different employment issues, including the Town’s Sexual Harassment Policy. The Department also maintains a classification and compensation system for all positions within the Town; provides training to Department Heads and employees on important employment issues; negotiates and administers labor contracts; administers group health and life insurance, worker’s compensation, public safety injured on duty, and unemployment compensation; administers the CDL Alcohol and Drug Testing Program; and monitors and administers employee leave, other Human Resources programs and benefits, and any other function assigned by the Town Administrator.</p> <p><b><u>BUDGET STATEMENT</u></b></p> <p>The FY11 budget reflects a decrease of \$11,834 (2.3%). Personnel increases \$3,526 due to Steps (\$3,660), slightly offset by an increase of \$360 in the Worker's Comp charge off.</p> <p>Services decrease by \$15,360 (6.7%) due to a decrease in Advertising Services (\$20,000) and service for the copier (\$360), offset by an increase in Pre-Placement Medical (\$5,000).</p>	<p><b><u>FY2011 OBJECTIVES</u></b></p> <p>1. To work toward standardizing Human Resources processes across all departments, including acquiring a Town-wide Human Resources Information System (HRIS) that would centralize all HR processes and functions and enable the Town to have better data and analytic tools to more efficiently manage personnel costs.</p> <p>2. Following the successful negotiations moving the Town into the State's Group Insurance Commission (GIC) for health insurance, to transition group health subscribers into the appropriate plans offered by the GIC.</p> <p>3. To continue to analyze high-risk health behaviors of employees/retirees and to target wellness initiatives to lower costs of our group health and to increase employee productivity.</p> <p>4. To continue to work with departments to address their staffing needs and assist in the reclassification of key positions or the re-organization of job duties to better accomplish department objectives without increasing staffing.</p> <p>5. To work with unions (Public Employee Committee) to provide employees with information about measures they can take to maximize their healthcare dollars and reduce costs, such as using a flexible spending account and working toward wellness incentives.</p> <p>6. To continue to work with the Information Technology Department to foster a more uniform and consistent understanding and enforcement of reasonable use of workplace technology.</p> <p>7. To negotiate successor contracts with all Town unions, keeping within the guidelines and recommendations of the Efficiency Initiative Committee (EIC) report.</p> <p>8. To work toward Brookline 2010 objectives of reducing the Town's carbon footprint by encouraging employees to take alternatives means of transportation to work and while at work, and by minimizing the use of paper in all HR transactions.</p> <p>9. To continue to support the Human Resources Board (HR Board) in its work to remove redundant and antiquated Civil Service processes for non-public safety personnel.</p> <p>10. To work with the HR Board to update the Town's FMLA policy, to develop a policy covering the American's with Disability's Act, and to assess the need for a Harassment or Anti-Bullying policy.</p> <p><b><u>PROGRAM COSTS</u></b></p> <table><tr><th rowspan="2">CLASS OF EXPENDITURES</th><th rowspan="2">ACTUAL FY2009</th><th rowspan="2">BUDGET FY2010</th><th rowspan="2">REQUEST FY2011</th><th colspan="2">FY11 vs. FY10</th></tr><tr><th>\$ CHANGE</th><th>% CHANGE</th></tr><tr><td>Personnel</td><td>253,250</td><td>256,646</td><td>260,172</td><td>3,526</td><td>1.4%</td></tr><tr><td>Services</td><td>193,747</td><td>228,587</td><td>213,227</td><td>-15,360</td><td>-6.7%</td></tr><tr><td>Supplies</td><td>7,389</td><td>8,500</td><td>8,500</td><td>0</td><td>0.0%</td></tr><tr><td>Other</td><td>866</td><td>15,900</td><td>15,900</td><td>0</td><td>0.0%</td></tr><tr><td>Capital</td><td>2,374</td><td>2,375</td><td>2,375</td><td>0</td><td>0.0%</td></tr><tr><td>TOTAL</td><td>457,626</td><td>512,008</td><td>500,174</td><td>-11,834</td><td>-2.3%</td></tr><tr><td>BENEFITS</td><td></td><td></td><td>147,550</td><td></td><td></td></tr><tr><td>REVENUE</td><td>1,639</td><td>3,000</td><td>1,500</td><td>-1,500</td><td>-50.0%</td></tr></table>						CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		\$ CHANGE	% CHANGE	Personnel	253,250	256,646	260,172	3,526	1.4%	Services	193,747	228,587	213,227	-15,360	-6.7%	Supplies	7,389	8,500	8,500	0	0.0%	Other	866	15,900	15,900	0	0.0%	Capital	2,374	2,375	2,375	0	0.0%	TOTAL	457,626	512,008	500,174	-11,834	-2.3%	BENEFITS			147,550			REVENUE	1,639	3,000	1,500	-1,500	-50.0%
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TOWN OF BROOKLINE FY2011 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Human Resources					
<b><u>ACCOMPLISHMENTS</u></b> 1. Worked with departments to address their staffing needs during an extended hiring freeze, assisting some in emergency hires and others in temporary staffing to maintain services to the public. 2. Continued to assist in the reclassification of key positions or the re-organization of job duties to better accomplish department objectives without expanding staffing. 3. Participated in the Information Management Governance Committee (IMGC) to support the assessment of new technologies and supporting departments' ability to increase efficiencies with existing staff or fewer staff, lost through attrition. 4. Continued to work with the unions' Public Employee Committee (PEC) to address escalating healthcare costs, putting out a RFP to both traditional healthcare providers and healthcare coalitions. 5. Continued to expand wellness programs including the popular Minutes in Motion, Health Fair and the Wellness Shorts, a series of brown bag lunches. 6. Increasingly challenged inappropriate unemployment claims to stabilize increasing costs during the economic downturn. 7. Hired a new vendor to perform on-site drug and alcohol testing for federally mandated testing of employees with Commercial Drivers Licenses. Saw immediate cost savings and on-site testing greatly decreased the amount of time an employee was removed from the worksite for testing. 8. Provided influenza vaccination clinics at multiple locations for the benefit of employees and to prevent flu related absences in the workplace. 9. Developed an Influenza Policy providing processes, procedures and monitored occurrences of influenza among employees with the Town's Public Health Department, and provided current and accurate H1N1 information and procedures to managers and employees. 10. Conducted HepB vaccination clinics for at-risk employees in public safety departments and the water division. 11. Utilized effective claims management and medical case management to keep workers compensation costs level from FY2009 to FY2010 even while experiencing increased medical costs. 12. Successfully negotiated the settlement of several potentially high liability workers compensation cases. 13. Worked with Town Webmaster to add important Human Resources information to the Town website, enabling citizens to readily access information concerning job opportunities, benefits and personnel policies. 14. Worked with Town Webmaster to make the Town Intranet a one-stop point for Human Resources information on benefits, policies, programs, and other personnel related matters.	<b>PERFORMANCE / WORKLOAD INDICATORS</b>					
		ACTUAL FY2008	ESTIMATE FY2009	ACTUAL FY2009	ESTIMATE FY2010	ESTIMATE FY2011
Performance:						
Workers' Compensation Cases Open 1+ Year (active/retired)	3/8	6/5	3/5	3/5	3/5	
Workers' Comp. Costs	\$1,228,049	\$1,300,000	\$1,204,193	\$1,300,000	\$1,300,000	
Town	\$945,229	\$989,095	\$1,047,999	\$1,131,379	\$1,131,379	
School	\$282,820	\$310,905	\$156,194	\$168,621	\$168,621	
Job injuries	85	85	91	85	85	
# of lost workdays	1,170	1,000	1,337	1,000	1,000	
Training Sessions	37	37	38	37	37	
Safety Training Programs	42	42	46	42	42	
Sick Leave Hours/Permanent Employees	63,904	60,000	56,189	56,000	56,000	
Workload:						
Unemployment Claims						
Paid/Processed	41/160	50/170	59/200	50/170	50/170	
Town	15/67	20/72	31/99	20/72	20/72	
School	26/93	31/98	28/99	31/98	31/98	
Unemployment Costs	\$150,717	\$160,000	\$221,682	\$500,000	\$300,000	
Town	\$44,188	\$47,000	\$137,903	\$110,000	\$66,000	
School	\$106,529	\$113,000	\$83,778	\$390,000	\$234,000	
Job Appl. Processed	1,466	1,600	1,073	1,200	1,200	
CORI/SORI Checks	1,925	2,200	2,300	2,200	2,200	
Group Health Contracts	5	5	5	5	5	
Group Health Changes	750	870	850	850	850	
Prescription Drugs- Generic vs. Brand Name	67% / 33%	70%/30%	64.8%/35.2%	72%/28%	72%/28%	
BCBS Network Average	72%/28%	N/A	66.4%/33.6%	N/A	N/A	
Emergency Room Use:						
Brookline	214	214	186	214	214	
BCBS Network Average	215	N/A	N/A	N/A	N/A	

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET						PROGRAM GROUP: Administration and Finance PROGRAM: Human Resources					
PERFORMANCE / WORKLOAD INDICATORS											
	ACTUAL FY2008	ESTIMATE FY2009	ACTUAL FY2009	ESTIMATE FY2010	ESTIMATE FY2011		ACTUAL FY2008	ESTIMATE FY2009	ACTUAL FY2009	ESTIMATE FY2010	ESTIMATE FY2011
Group Health Subscribers	2,882	2,895	2,895	2,870	2,900	Voluntary Dental Contracts	2	2	2	2	2
Blue Choice	770	753	753	728	0	Voluntary Dental Changes	600	35	150	35	35
% of Total	26.7%	26.0%	26.0%	25.4%	0.0%						
HMO Blue	1,101	1,084	1,084	1,074	0	Voluntary Dental Subscriber:	507	480	637	480	480
% of Total	38.2%	37.4%	37.4%	37.4%	0.0%	Individual	329	288	430	288	288
GIC-offered PPO Plans	0	0	0	0	1,567	Family	178	192	207	192	192
% of Total	0.0%	0.0%	0.0%	0.0%	54.0%						
GIC-offered Indemnity Plans	0	0	0	0	228	Town	226	216	274	216	216
% of Total	0.0%	0.0%	0.0%	0.0%	7.9%	School	281	264	363	264	264
Medicare Supplements	1,011	1,058	1,058	1,068	1,105						
% of Total	35.1%	36.5%	36.5%	37.2%	38.1%	Long Term Disability (LTD)	31	35	31	35	35
						LTD Changes	10	10	10	10	10
Active	1,509	1,480	1,480	1,426	1,426						
% of Total	52.4%	51.1%	51.1%	49.7%	49.2%						
Retiree	1,373	1,415	1,415	1,444	1,474						
% of Total	47.6%	48.9%	48.9%	50.3%	50.8%						
Individual	1,995	2,040	2,040	2,050	2,080						
% of Total	69.2%	70.5%	70.5%	71.4%	71.7%						
Family	887	855	855	820	820						
% of Total	30.8%	29.5%	29.5%	28.6%	28.3%						
Town	1,386	1,389	1,389	1,354	1,379						
% of Total	48.1%	48.0%	48.0%	47.2%	47.6%						
School	1,496	1,506	1,506	1,516	1,521						
% of Total	51.9%	52.0%	52.0%	52.8%	52.4%						
Group Life Subscribers	2,315	2,290	2,290	2,249	2,279						
Active	1,445	1,372	1,372	1,296	1,296						
% of Total	62.4%	59.9%	59.9%	57.6%	56.9%						
Retiree	870	918	918	953	983						
% of Total	37.6%	40.1%	40.1%	42.4%	43.1%						
No. of Death Benefits Paid	39	40	43	45	45						

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET					PROGRAM GROUP: Administration and Finance PROGRAM: Human Resources					
ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2010 SALARY RANGE		FY2010 BUDGET		FY2011 RECOMMENDATION	
			FY2008	FY2009	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Human Resources Director	D-6	1.00	1.00	94,856	111,736	1.00	102,186	1.00	103,720
	Assistant Director of Human Resources	T-6	1.00	1.00	57,061	64,562	1.00	64,562	1.00	64,562
	Benefits Supervisor	T-5	1.00	1.00	52,835	59,780	1.00	58,734	1.00	59,780
	Human Resources Coordinator	T-4	1.00	1.00	48,921	55,352	1.00	50,678	1.00	51,580
	Principal Clerk	C-8	1.00	1.00	42,871	44,686	1.00	44,066	1.00	44,244
	Subtotal		5.00	5.00			5.00	320,226	5.00	323,886
	Workers' Comp. Expenses (1)							(65,331)		(65,464)
	Net Total		5.00	5.00			5.00	254,896	5.00	258,422
	Other									
513044	Longevity Pay							1,400		1,400
515501	Clothing/Uniform Allowance (In lieu of boots)							350		350
	Subtotal							1,750		1,750
	<b>Total</b>		<b>5.00</b>	<b>5.00</b>			<b>5.00</b>	<b>256,646</b>	<b>5.00</b>	<b>260,172</b>
	(1) 75% of the Principal Clerk and 50% of the Assistant Director charged to workers' compensation trust fund.									

<b>TOWN OF BROOKLINE FY2011 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Administration and Finance PROGRAM: Information Technology</b>
<p><b><u>PROGRAM DESCRIPTION</u></b></p> <p>Information Technology is key to Brookline's ability to educate its children, respond to emergencies, and efficiently provide services to its citizens. Investments in IT applications and infrastructure provide managers with tools to operate more efficiently, increase productivity, and manage the financial, physical, and human resources of the Town. The Department is lead by the Chief Information Officer (CIO), who serves in this capacity for both the Town and the Schools. This budget reflects only the Town resources available to the Department; there are also IT funds included in the School Department budget.</p> <p>The Department's mission is to use technology so as to enhance the delivery of Town and School services to the community. It is responsible for the integration of all activities and resources designated as:</p> <ol style="list-style-type: none"> <li>1. Systems and data processing, comprised of computer-based systems design and implementation, applications, and operating software;</li> <li>2. Telecommunications systems and networks, comprised of the integration of planning, development, and implementation of all systems and network services;</li> <li>3. Delivery of applications and other information services products that meet the users' specifications in terms of quality and cost;</li> <li>4. Protection of the Town's computer data and information assets and resources;</li> <li>5. Identification of opportunities in the development and support of new and existing technologies; and</li> <li>6. Training of employees in the use of various aspects of information technology.</li> </ol> <p>The ITD has four divisions: Administration, Application Management, Network Support, and the Help Desk. A brief description of each is listed below:</p> <p><b><u>Administration</u></b> - provides continuous coordination of the divisions through effective leadership so that all technology-related aspects of Brookline's government are functioning effectively and efficiently. These responsibilities are accomplished under the direction of the Chief Information Officer (CIO) with the assistance of the Director of IT Applications.</p> <p><b><u>Application Management</u></b> - is responsible for those functions related to providing, maintaining, and supporting the use of software needed to meet the operational, management, and reporting requirements of the Brookline organization.</p> <p><b><u>Network Support</u></b> - is responsible for those functions related to implementing, maintaining, and supporting the connectivity between the organization's computers and systems software.</p> <p><b><u>Help Desk</u></b> - is responsible for those functions related to directly supporting users of IT systems and services.</p>	<p><b><u>BUDGET STATEMENT</u></b></p> <p>The FY11 budget reflects a \$20,328 decrease (1.4%). Personnel increases \$15,820 (1.8%) and includes Steps (\$12,531), a decrease in Longevity (\$800) and the establishment of a Senior Information Systems Analyst (\$69,321). This new position replaces the Senior Program Analyst (\$65,232) in the IT budget and the Systems Administrator funded in the DPW budget (the DPW budget shows a \$69,737 reduction), as their duties are being consolidated. Total budget savings from this initiative is \$65,638, exclusive of benefits.</p> <p>Services decrease \$36,148 (7.4%) reflecting the change in the mechanism for processing online parking ticket payments (the vendor absorbs the costs and associated revenue).</p> <p><b><u>FY2011 OBJECTIVES</u></b></p> <p><b><u>Administration</u></b></p> <ol style="list-style-type: none"> <li>1. To continue to work with all Town and School Department heads/managers in an effort to ensure that IT needs are addressed and a long-term vision is developed.</li> <li>2. To meet with IT management and senior School administration weekly, and IT staff monthly.</li> <li>3. To continue to chair the inter-departmental Information Management Governance Committee (IMGC), which consists of senior management from various departments.</li> <li>4. To continue to chair and organize quarterly meetings of the Information Technology Advisory Committee (ITAC) to review upcoming technology initiatives.</li> <li>5. To prepare an updated IT Strategic Plan for the period of FY11-FY13</li> <li>6. To establish baseline metrics that will identify performance trends in network performance, application availability, and trouble ticket statistics.</li> <li>7. To continue to evaluate desktop and data center technologies that offer increased performance, decreased support need and lower overall cost.</li> <li>8. To further implement energy efficient technologies into overall computing operations including server, desktop and monitor power management.</li> </ol> <p><b><u>Application Management</u></b></p> <ol style="list-style-type: none"> <li>1. To continue to manage the lifecycle management strategy for all enterprise applications.</li> <li>2. To evaluate newer disaster recovery technology and develop an architectural roadmap.</li> <li>3. To evaluate the existing email system to determine long-term viability and roadmap.</li> <li>4. To continue to integrate key School applications for better data sharing and simplified business process.</li> <li>5. To begin compilation of the newest GIS strategic plan.</li> <li>6. To extend functionality of the existing Maintenance Management System (Cartegraph) to include field-based work order generation and asset documentation.</li> </ol>

<p align="center"><b>TOWN OF BROOKLINE FY2011 PROGRAM BUDGET</b></p>	<p align="center"><b>PROGRAM GROUP: Administration and Finance PROGRAM: Information Technology</b></p>
<p><b><u>FY2011 OBJECTIVES (con't.)</u></b></p> <p><b><u>Application Management (con't.)</u></b>  7. To integrate existing document management application across departments for greater collaboration and information sharing capabilities.  8. To continue to monitor the implementation of the new permitting system (GeoTMS).  9. To continue to work with the Human Resources Department on the procurement of an HR Information System (HRIS).</p> <p><b><u>Network Support</u></b>  1. To complete Voice Over IP (VIOP) implementation across all Town and School operations.  2. To pilot desktop virtualization proof of concept and develop cost justification for extended deployment.  3. To continue to implement server virtualization for more efficient application collaboration and cost savings.  4. To continue to leverage Active Directory for increased user capability, security and management capabilities.  5. To leverage technology to automate key security functions including bandwidth management, threat management, and secure remote computing.  6. To proactively address bandwidth management events and review individual user actions.</p> <p><b><u>Help Desk</u></b>  1. To continue to expand services and improve performance to users of the consolidated Town/School Help Desk.  2. To continue to use the call ticketing system to identify trends, performance levels, and opportunities for improvement.  3. To investigate newer technology that will allow for greater remote troubleshooting capability.  4. To improve asset management capabilities for the purposes of security and cost controls.</p> <p><b><u>ACCOMPLISHMENTS</u></b></p> <p><b><u>Administrative</u></b>  1. Nominated by the Mass Technology Leadership Council as a finalist for Public Sector Organization of the year.  2. Met with individual departments and various committees on a regular basis to review upcoming technology initiatives.</p>	<p><b><u>ACCOMPLISHMENTS (con't.)</u></b></p> <p><b><u>Administrative (con't.)</u></b>  3. Met with Senior School administration bi-weekly.  4. Chaired and convened monthly meetings of the Information Management Governance Committee and quarterly meetings of the ITAC.  5. Represented the IT Department at monthly Emergency Management Team meetings.  6. Worked closely with the Brookline Fire Department in creation of an IT Strategic Plan.  7. Participated on the Procurement Management Team for an HR Information System to be used by Town and School departments.  8. Met with School and Building Department staff to determine appropriate technology needs for the Runkle School project.</p> <p><b><u>Application Management</u></b>  1. Completed the installation and deployment of the new permitting application.  2. Deployed an electronic application to view and retrieve birth, marriage and death certificates.  3. Continued to keep all application releases current to manufacturer recommend levels.  4. Upgraded the GIS General Purpose Viewer to include the new Park inventory.  5. Completed migration of Town email accounts to the new .gov format.  6. Facilitated the data exchange with the State GIC for enrollment of Town and School employees.  7. Completed the new Police website with fully integrated interfaces to the Town Website.  8. Worked with Police to implement new Parking Enforcement technology.  9. Collected and presented data from 1,100 School employees as required by the Mass DOE.  10. Extended the Student Management System to support the SPED business process, which eliminated an external application.  11. Worked with the School Department on the integration of employment posting and substitute teacher request applications.  12. Migrated the Assessors database to next generation technology and platform.  13. Migrated Motor Vehicle Excise tax payment engine to newer technology, greatly reducing transaction fees.  14. Created websites for Campaign Finance and Brookline 2010 committees.  15. Built a consolidated H1N1 portal that allowed consistent communication between Town and School departments, the community and State health officials.</p> <p><b><u>Network Support</u></b>  1. Completed 80% of the migration to Voice Over IP technology for Town and School departments.</p>



TOWN OF BROOKLINE FY2011 PROGRAM BUDGET						PROGRAM GROUP: Administration and Finance PROGRAM: Information Technology					
<b><u>ACCOMPLISHMENTS (con't.)</u></b>						<b>PERFORMANCE / WORKLOAD INDICATORS (con't.)</b>					
<b><u>Network Support (con't.)</u></b>											
2. Increased available internet bandwidth on the Town connection by 2x and on the School connection by 3x.											
3. Increased available disk capacity by 3x through consolidated storage upgrade.											
4. Continued server virtualization activity, which resulted in the elimination of additional standalone servers.											
<b><u>Help Desk</u></b>											
1. Continued to introduce and support users to the Town/School consolidated Help Desk.											
2. Enhanced self-service trouble ticket capability to all school users.											
<b>PERFORMANCE / WORKLOAD INDICATORS</b>											
	ACTUAL FY2008	ESTIMATE FY2009	ACTUAL FY2009	ESTIMATE FY2010	ESTIMATE FY2011		ACTUAL FY2008	ESTIMATE FY2009	ACTUAL FY2009	ESTIMATE FY2010	ESTIMATE FY2011
Employee classes	95	90	80	80	80	Supported Items:					
PC's Upgraded	70	65	64	65	64	Phone Switches	12	13	13	13	0
Servers Upgraded	2	4	4	1	1	Desktops	280	280	280	280	280
IT Work Orders Completed	3,150	3,300	3,300	4,200	3,050	Telephones	2,420	2,455	2,455	2,450	2,450
Public Information Request turnaround (avg. days)	1	1	1	1	1	E-Commerce:					
# of Standard GIS Maps Avail.	215	215	215	215	215	Water & Sewer Payments					
Individual Website Visits	510,000	515,000	457,903	470,000	480,000	Transactions	3,147	3,400	3,542	3,600	3,700
Payroll Warrants	104	104	104	104	104	Dollar Value	\$1,193,251	\$1,289,000	\$1,247,259	\$1,268,000	\$1,303,000
Web Pages Maintained	2,300	2,000	1,926	1,150	1,000	Cost to Town	\$28,855	\$30,292	\$24,901	\$29,798	\$30,621
Domain Users Supported	340	340	340	340	340	Prop. Tax Payments					
Networked Sites	29	29	29	29	29	Transactions	326	340	512	525	550
						Dollar Value	\$594,445	\$620,000	\$1,137,333	\$1,166,000	\$1,222,000
						Cost to Town	\$0	\$0	\$0	\$0	\$0
						Refuse Fee Payments					
						Transactions	2,382	2,600	2,688	2,700	2,800
						Dollar Value	\$198,579	\$217,000	\$229,817	\$231,000	\$240,000
						Cost to Town	\$6,022	\$5,100	\$4,775	\$5,429	\$5,640
						Recreation Registration					
						Transactions	2,198	2,500	2,106	2,200	2,250
						Dollar Value	\$158,739	\$181,000	\$216,941	\$227,000	\$232,000
						Cost to Town	\$15,334	\$17,400	\$4,217	\$4,412	\$4,510
						Parking Tickets					
						Transactions	31,627	35,000	30,737	32,000	33,000
						Dollar Value	\$974,220	\$1,078,000	\$976,800	\$1,017,000	\$1,049,000
						Cost to Town	\$0	\$0	\$0	\$0	\$0
						Motor Vehicle Excise					
						Transactions	6,523	6,750	7,388	7,500	8,000
						Dollar Value	\$907,606	\$939,000	\$981,099	\$996,000	\$1,062,000
						Cost to Town	\$30,484	\$22,067	\$33,007	\$23,406	\$24,957
						TOTAL					
						Transactions	46,203	50,590	46,973	48,525	50,300
						Dollar Value	\$4,026,840	\$4,324,000	\$4,789,249	\$4,905,000	\$5,108,000
						Cost to Town	\$80,695	\$74,858	\$66,900	\$63,045	\$65,727



**TOWN OF BROOKLINE  
FY2011 PROGRAM BUDGET**

**PROGRAM GROUP: Administration and Finance  
PROGRAM: Information Technology**

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE
Personnel	806,142	856,546	872,366	15,820	1.8%
Services	506,964	490,432	454,284	-36,148	-7.4%
Supplies	33,271	22,336	22,336	0	0.0%
Other	2,239	27,550	27,550	0	0.0%
Capital	37,474	15,769	15,769	0	0.0%
<b>TOTAL</b>	<b>1,386,089</b>	<b>1,412,632</b>	<b>1,392,304</b>	<b>-20,328</b>	<b>-1.4%</b>
BENEFITS			406,889		
REVENUE	63,151	63,500	2,500	-61,000	-96.1%

**SUMMARY OF SUB-PROGRAMS**

SUB- PROGRAMS	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE
Administration	105,961	107,067	107,514	447	0.4%
Application Management	783,673	743,260	718,163	-25,098	-3.4%
Network Support	370,049	403,712	407,588	3,876	1.0%
Help Desk	126,407	158,593	159,040	447	0.3%
<b>TOTAL</b>	<b>1,386,089</b>	<b>1,412,632</b>	<b>1,392,304</b>	<b>-20,328</b>	<b>-1.4%</b>

**ADMINISTRATION**

CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE
Personnel	53,357	52,791	53,238	447	0.8%
Services	23,868	16,695	16,695	0	0.0%
Supplies	25,809	14,836	14,836	0	0.0%
Other	115	20,200	20,200	0	0.0%
Capital	2,812	2,545	2,545	0	0.0%
<b>TOTAL</b>	<b>105,961</b>	<b>107,067</b>	<b>107,514</b>	<b>447</b>	<b>0.4%</b>

**APPLICATION MANAGEMENT**

CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE
Personnel	506,050	527,901	538,952	11,050	2.1%
Services	267,332	201,433	165,285	-36,148	-17.9%
Supplies	0	0	0	0	0.0%
Other	2,124	7,350	7,350	0	0.0%
Capital	8,168	6,576	6,576	0	0.0%
<b>TOTAL</b>	<b>783,673</b>	<b>743,260</b>	<b>718,163</b>	<b>-25,098</b>	<b>-3.4%</b>

**NETWORK SUPPORT**

CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE
Personnel	193,377	223,062	226,938	3,876	1.7%
Services	145,751	175,162	175,162	0	0.0%
Supplies	7,173	0	0	0	0.0%
Other	0	0	0	0	0.0%
Capital	23,747	5,488	5,488	0	0.0%
<b>TOTAL</b>	<b>370,049</b>	<b>403,712</b>	<b>407,588</b>	<b>3,876</b>	<b>1.0%</b>

**HELP DESK**

CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE
Personnel	53,358	52,791	53,238	447	0.8%
Services	70,013	97,142	97,142	0	0.0%
Supplies	288	7,500	7,500	0	0.0%
Other	0	0	0	0	0.0%
Capital	2,747	1,160	1,160	0	0.0%
<b>TOTAL</b>	<b>126,407</b>	<b>158,593</b>	<b>159,040</b>	<b>447</b>	<b>0.3%</b>

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET					PROGRAM GROUP: Administration and Finance PROGRAM: Information Technology					
ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2010 SALARY RANGE		FY2010 BUDGET		FY2011 RECOMMENDATION	
			FY2008	FY2009	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Chief Information Officer	D-8	1.00	1.00	110,640	130,329	1.00	119,191	1.00	120,979
	Director of IT Applications	T-15	1.00	1.00	91,017	102,982	1.00	97,673	1.00	99,411
	Manager Network Operations	T-13	1.00	1.00	81,005	91,653	1.00	88,476	1.00	90,050
	Web Developer	T-10	0.00	1.00	69,321	78,434	1.00	73,089	1.00	74,390
	GIS Admin/Developer	T-10	0.00	1.00	69,321	78,434	1.00	70,555	1.00	71,811
	Senior Information Systems Analyst	TBD	0.00	0.00	69,321	78,434	0.00	0	1.00	69,321
	Database Administrator	T-9	1.00	1.00	66,655	75,417	1.00	74,098	1.00	75,417
	Network Systems Administrator	T-9	1.00	1.00	66,655	75,417	1.00	72,802	1.00	74,098
	Senior Programmer Analyst	T-8	2.00	2.00	64,091	72,516	2.00	136,607	1.00	72,516
	Webmaster	T-8	1.00	0.00	64,091	72,516	0.00	0	0.00	0
	IT Program Manager	T-7	1.00	1.00	61,626	69,727	1.00	62,723	1.00	63,840
	GIS Analyst	T-6	1.00	0.00	57,061	64,562	0.00	0	0.00	0
	Data Controller	C-8	1.00	1.00	42,871	44,686	1.00	44,686	1.00	44,686
	Subtotal		11.00	11.00			11.00	839,901	11.00	856,521
510901	Temporary Part Time Salaries									
	G.I.S. Interns		0.40	0.40	\$12.00/hr	\$20.60/hr	0.40	11,745	0.40	11,745
	Subtotal		0.40	0.40			0.40	11,745	0.40	11,745
	Other									
513044	Longevity Pay							4,550		3,750
515501	Clothing/Uniform Allowance							350		350
	Subtotal							4,900		4,100
	<b>Total</b>		<b>11.40</b>	<b>11.40</b>			<b>11.40</b>	<b>856,546</b>	<b>11.40</b>	<b>872,366</b>

<p align="center"><b>TOWN OF BROOKLINE FY2011 PROGRAM BUDGET</b></p>	<p align="center"><b>PROGRAM GROUP: Administration and Finance PROGRAM: Finance Department</b></p>
<p><b><u>PROGRAM DESCRIPTION</u></b></p> <p>The Department of Finance was created through the enactment of Massachusetts General Laws, Chapter 25 of the Acts of 1993. The primary purpose was to provide a means for the coordination of all Town fiscal operations. The major goals were to attain efficiencies in operations; flexibility in resource utilization; economies of larger scale operations; elimination of duplication; and improved communications and coordination of all fiscal-related functions, new initiatives, special studies, and research projects.</p> <p>As part of the Information Technology Department re-organization, legislation was approved in February, 2004 that removed Information Technology from under the Finance Department, and the re-organized IT operation became its own department. The result is a Finance Department comprised of the following four divisions:</p> <ol style="list-style-type: none"> <li>1. <u>Division of Accounts</u> managed by the Town <b>Comptroller</b> - this division is responsible for maintaining and administering a financial accounting and management information system that provides accurate, complete, and timely information pertaining to all financial activities of departments.</li> <li>2. <u>Division of Purchasing</u> managed by the <b>Chief Procurement Officer</b> - this division is responsible for preparing specifications to ensure that requirements are precisely stated and written to allow open competition; contacting potential suppliers through advertised bids and written or telephoned quotations, all in accordance with applicable bidding laws; public opening of advertised bids; analyzing bids and recommending awards; and issuing contracts, purchase orders, and minority business enterprise utilization reports. The Division is also responsible for the General Services unit (townwide postage, printing, and telephone billing).</li> <li>3. <u>Division of Assessing</u> managed by the <b>Chief Assessor</b> - this division is responsible for uniformly and accurately valuing all taxable property in town. Quality and accurate assessments ensure that all areas of town and all classes of property equitably share responsibility for their share of the tax levy.</li> <li>4. <u>Division of Treasury</u> managed by the <b>Treasurer/Collector</b> - this division is responsible for the billing, collecting, and investing of all funds and the arrangement of the timely disbursement of all payments to vendors, town employees, and retirees. The Division is also responsible for the Payroll unit.</li> </ol> <p>The Department is overseen by the Director of Finance, who is responsible for the management of the administrative functions of the various divisions as well as coordination of all functional activities. The Director may be one of the division managers.</p>	<p><b><u>BUDGET STATEMENT</u></b></p> <p>The FY11 budget reflects an decrease of \$27,556 (0.9%). Personnel increases \$14,092 (0.7%) for Steps (\$13,193), an increase in Overtime in the Payroll Division (\$1,248), and a decrease in the Clothing Allowance (\$350).</p> <p>Services decrease \$41,458 (4.2%) for Postage (\$35,000), Financial Services (\$19,564), Data Processing Equipment Repair and Maintenance (\$576), Software Service Contract (\$430), Copier Service (\$360), Deed and ATB Transfer Fees (\$350), and \$4,830 for software maintenance of the Town's financial system (MUNIS). These decreases are offset by increases in Banking Services (\$17,813), Wireless Communications (\$800), Data Processing Repair and Maintenance (\$539), and Data Communication Lines (\$500).</p> <p>The \$750 (1.9%) decrease in Supplies is for Data Processing Supplies, and the \$560 (55.4%) increase in Utilities is for Gasoline for the Purchasing Department which manages the Town's pool cars.</p> <p><b><u>FY2011 OBJECTIVES</u></b></p> <p><b><u>Comptroller</u></b></p> <ol style="list-style-type: none"> <li>1. To coordinate and participate in the annual independent audit and the issuance of timely audited GAAP Statements.</li> <li>2. To oversee the accounting and internal control aspects of the financial accounting and payroll systems.</li> <li>3. To continue timely monthly and year-end closings.</li> <li>4. To upgrade MUNIS to version 8.</li> <li>5. To convert MUNIS users from email workflow notification to messenger notification.</li> <li>6. To continue to provide training and support to 200+ MUNIS users in both MUNIS and Crystal Reports.</li> </ol>

<p align="center"><b>TOWN OF BROOKLINE FY2011 PROGRAM BUDGET</b></p>	<p align="center"><b>PROGRAM GROUP: Administration and Finance PROGRAM: Finance Department</b></p>
<p><b><u>FY2011 OBJECTIVES (con't.)</u></b></p> <p><b><u>Comptroller (con't.)</u></b></p> <p>7. To continue to convert vendors to from checks or wires to ACH Payments.</p> <p>8. To continue to digitize historical financial documents.</p> <p><b><u>Purchasing</u></b></p> <p>1. To support the Runkle School project: bids for furniture, fixtures, and telecom.</p> <p>2. To identify and establish new blanket contracts for materials and services that will result in savings for Town and School Departments.</p> <p>3. To modify and update existing contracts, through research and new bids, to improve levels of service and quality of goods.</p> <p>4. To purchase more fuel efficient vehicles as appropriate for various departments.</p> <p>5. To continue to expand use of online procurement sites, such as the MA State government COMM-PASS, to expand reach of bids and proposals, where appropriate.</p> <p>6. To continue to assist the Information Technology Department with various IT projects, including the VIOP telephone project.</p> <p>7. To issue additional Building department service contracts.</p> <p>8. To continue the process of consolidating telephone service providers, with the goal of lower rates and improved problem resolution.</p> <p>9. To continue to analyze the costs of mail processing and printing, to determine where savings may be realized.</p> <p>10. To continue to promote in-house print capabilities to lessen the costs of outside printing.</p> <p><b><u>Assessors</u></b></p> <p>1. To complete the conversion of hardcopy files using the Laserfiche electronic data storage system.</p> <p>2. To develop a comparable sales module within the existing computer-assisted mass-appraisal system (Patriot AssessPro) to use in reviewing abatement applications and preparing defense of value reports for Appellate Tax Board cases.</p> <p>3. To reduce administrative costs by automating and re-engineering certain business processes, including reviewing personal property tax returns and annual applications for tax exempt status.</p> <p>4. To continue to monitor changes in real estate market conditions to determine required changes in assessed values.</p> <p>5. To begin the work of the FY2012 triennial revaluation of all property and complete plans for the certification of values by the Department of Revenue by September, 2011.</p>	<p><b><u>FY2011 OBJECTIVES (con't.)</u></b></p> <p><b><u>Treasurer/Collector</u></b></p> <p>1. To maintain the Town's Aaa bond rating.</p> <p>2. To continue the timely monthly and year-end closings.</p> <p>3. To oversee the financial aspects of the financial accounting and payroll systems.</p> <p>4. To continue to maintain an active and aggressive collection program for property taxes, motor vehicle excise, water/sewer, refuse collection, and other charges, fees and fines.</p> <p>5. To maintain a timely and accurate cash reporting and reconciliation system that ensures excellent internal controls and safeguards Town assets.</p> <p>6. To maintain an effective cash management and forecasting program that enables optimization of investment returns while ensuring availability of funds when needed.</p> <p>7. To monitor banking service charges and fees and to actively maintain favorable banking relationships.</p> <p>8. To continue staff development and seek ways to improve customer services, including the expansion of electronic payment availability and extended 24-hour/seven day service to the public.</p> <p>9. To actively monitor compliance with Federal Arbitrage regulations, S.E.C. and M.S.R.B. disclosure requirements and all other State and Federal mandated rules, regulations, and requirements to avoid penalties and other punitive sanctions.</p> <p>10. To maintain a prudent debt management program along with a full disclosure and favorable relations with the bond rating and investment community.</p> <p>11. To continue to implement an aggressive Tailings Program to reduce the number of uncashed vendor and payroll checks.</p> <p><b><u>ACCOMPLISHMENTS</u></b></p> <p><b><u>Comptroller</u></b></p> <p>1. Worked with the Treasurer/Collector's office to improve month-end and year-end closings and reconciliation.</p> <p>2. Trained seven new MUNIS users and provided 128 new Crystal Reports to departmental users.</p> <p>3. Converted MUNIS from UNIX to SQL-server environment, including recasting over 1,200 crystal reports to the new SQL environment.</p> <p>4. Expanded cross-training to include covering of some Assessor clerical functions.</p> <p>5. Decreased year-end closing time by one week.</p>

<b>TOWN OF BROOKLINE FY2011 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Administration and Finance PROGRAM: Finance Department</b>
<p><b><u>ACCOMPLISHMENTS (con't.)</u></b></p> <p><b><u>Purchasing</u></b></p> <ol style="list-style-type: none"> <li>1. Assisted with the preparation, issuance, and awarding of various RFP's including municipal permitting software, sale of Kerrigan Place, lease of the COA Bus, lease purchase financing for DPW equipment, Fisher Hill Reservoir Redevelopment Project, Cost Recovery Fee Analysis for Recreation, RFID for Library, Landscape Consultant for Parks, lease of Old Lincoln School, annual service contracts for Building, and fiscal impact analysis for Planning.</li> <li>2. Bid various School Department contracts including cleaning services for School buildings that merged all of the schools, full-service hamburger service, computer and printer supplies, medical supplies for the school nurses (in conjunction with the State contract), groceries, and the beverage and snack vending.</li> <li>3. Continued to prepare issue, award and manage cooperative bid and contract for heating oil, gasoline and diesel for 11 regional cities and towns.</li> <li>4. Purchased additional hybrid vehicles.</li> <li>5. Modified and updated existing contracts, through research and new bids, to improve levels of service and quality of goods.</li> <li>6. Used online procurement sites, such as the MA State government COMM-PASS, to expand reach of bids and proposals, where appropriate.</li> <li>7. With the IT Department, purchased Voice Over Internet Protocol (VOIP) technology to replace current switch-based telephone technology for Town and School buildings.</li> <li>8. Continued to review current cell phones provider and changed plans and phones to lower costs and improve service.</li> <li>9. Continued to promote in-house print capabilities to lessen the costs of outside printing. The Annual Report, Financial Plan, Contract Specifications, Town Meeting Combined Reports, and other materials continue to be printed internally.</li> </ol> <p><b><u>Assessors</u></b></p> <ol style="list-style-type: none"> <li>1. Began the process for creating electronic images or historic files using the Laserfiche data storage system.</li> <li>2. Worked with the IT Department to acquire new hardware and operating software for the assessment records database and mass-appraisal system.</li> <li>3. Worked with the IT Department to acquire an updated version of the Pictometry electronic field survey software application and new digital aerial photography.</li> <li>4. Worked with other members of the town administration to finalize a payment in lieu of tax agreement (PILOT) with Boston University.</li> <li>5. Reviewed the entire tax base to determine the impact of the current economic recession on the local real estate market. Adjustments were made to all properties or groups of properties negatively impacted.</li> </ol>	<p><b><u>ACCOMPLISHMENTS (con't.)</u></b></p> <p><b><u>Treasurer/Collector</u></b></p> <ol style="list-style-type: none"> <li>1. Continued the program to reduce the number of bank accounts.</li> <li>2. Expanded cross-training between divisions to provide appropriate services to customers during high leave periods.</li> <li>3. Completed consolidation of the Town and School payroll functions under one sub-division.</li> <li>4. Coordinated the efforts of the Town's OPEB Task force in reviewing and making recommendations concerning the reduction of retiree health care costs and funding of the liability.</li> <li>5. Expanded the efforts of the Town to negotiate and execute PILOT agreements.</li> </ol>

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET						PROGRAM GROUP: Administration and Finance PROGRAM: Finance Department					
PERFORMANCE / WORKLOAD INDICATORS						PERFORMANCE / WORKLOAD INDICATORS (con't.)					
	ACTUAL FY2008	ESTIMATE FY2009	ACTUAL FY2009	ESTIMATE FY2010	ESTIMATE FY2011		ACTUAL FY2008	ESTIMATE FY2009	ACTUAL FY2009	ESTIMATE FY2010	ESTIMATE FY2011
<b><u>COMPTROLLER</u></b>						<b><u>ASSESSORS (con't.)</u></b>					
Payment Vouchers/						Taxable Value (billions)	\$14.23	\$14.71	\$14.73	\$14.84	\$14.65
Invoices Processed	39,783	40,000	37,421	37,500	37,500	Exempt Value (billions)	\$1.351	\$1.412	\$1.412	\$1.530	\$1.450
EFT Payments Processed	665	600	618	625	650						
Manual checks processed	69	60	64	60	60	Tax Exempt Property Accts.	286	290	284	285	285
Computer Checks						a) 3ABC forms mailed	70	90	56	60	60
Processed	17,907	18,000	17,415	17,500	17,500	b) Rev'd, entered, analyzed	54	90	49	50	50
Vendors Serviced	5,116	5,500	4,749	4,900	4,900	c) Inspections	100	100	55	50	50
Journal Vouchers						d) Town Properties	94	95	95	95	95
Processed	2,406	2,200	2,120	2,200	2,200						
Requisitions Approved	10,223	10,200	8,889	9,000	9,000	Abatements (real & pers.)	645	700	605	650	650
Cash Receipts Processed	38,972	40,000	37,495	38,000	38,000	Appellate Tax Board filed	97	90	185	90	90
Miscellaneous Committed Bills						Pending as of 12/31/2009	93	N/A	171	N/A	N/A
Created	2,147	2,200	2,362	2,300	2,300						
<b><u>PURCHASING</u></b>						Excise Bills Mailed	33,679	33,000	33,352	33,400	33,400
Blanket Contracts	82	85	79	80	90	Excise Abatements	1,299	1,650	1,626	1,625	1,625
Public Bids	97	100	99	100	100	% Excise Tax Bills Abated	3.86%	5.00%	4.88%	4.87%	4.87%
Purchase Orders (PO's)	10,361	10,000	9,531	10,000	10,000	Total Excise Billed	\$5,420,000	\$5,200,000	\$5,225,000	\$5,000,000	\$5,000,000
PO \$ Value (millions)	\$59.1	\$60.0	\$61.5	\$63.0	\$65.0	<b><u>TREASURER / COLLECTOR</u></b>					
<b><u>ASSESSORS</u></b>						Current Year Collections:					
Internet Usage	109,500	110,000	112,000	115,000	115,000	Property Taxes	99.34%	98.50%	98.99%	98.50%	98.50%
						Motor Vehicle Excise	90.60%	90.00%	93.25%	90.00%	90.00%
Residential Prop. Value (millions)	\$12.917	\$13.352	\$13.352	\$13.453	\$13.100	Investment Earnings:					
Residential Prop. Accounts	15,945	15,948	16,286	16,350	16,450	Total \$	\$1.9M	\$1.3M	\$838,534	\$350,000	\$300,000
Residential Inspections	3,452	3,600	2,300	2,500	2,500	% Increase / (Decrease)	-10.00%	-32.0%	-55.0%	-58.3%	-14.3%
Commercial Prop. Value (millions)	\$1.187	\$1.224	\$1.224	\$1.215	\$1.210	Property Tax Bills	70,379	68,000	67,878	68,000	68,000
Commercial Prop. Accounts	590	590	596	600	600	Water Bills	38,615	39,000	38,708	39,000	39,000
Commercial Prop. Inspections	405	350	379	200	200	Refuse Bills	29,084	29,000	29,174	29,000	29,000
Deeds Processed	1,437	1,400	1,148	1,400	1,400	Motor Vehicle Bills	33,679	33,000	33,352	33,400	33,400
Sales Info. Request Mailed and						MLC's Issued	1,804	2,000	2,006	2,000	2,000
Reviewed	1,042	1,000	835	1,000	1,000						
Residential Exemption Filed	859	800	875	800	800	Total Payrolls	108	110	113	110	110
						Total # of Checks	91,190	92,000	87,369	90,000	90,000
Statutory Exemptions filed	166	170	145	170	170	W-2's Prepared Annually	3,461	3,500	3,490	3,500	3,500
Tax Deferral	4	15	10	15	20	1099's Prepared Annually	836	900	842	900	900
Personal Property Accounts	1,141	1,135	1,225	1,200	1,200						
a) Form of List mailed	1,132	1,224	1,225	1,200	1,200						
b) Rev'd entered, analyzed	903	650	636	750	750						
c) Full Inspect & List	75	100	126	150	150						

**TOWN OF BROOKLINE  
FY2011 PROGRAM BUDGET**

**PROGRAM GROUP: Administration and Finance  
PROGRAM: Finance Department**

**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE
Personnel	1,915,126	1,894,595	1,908,687	14,092	0.7%
Services	1,086,850	988,839	947,381	-41,458	-4.2%
Supplies	36,384	39,502	38,752	-750	-1.9%
Other	13,345	17,783	17,783	0	0.0%
Utilities	2,394	1,011	1,571	560	55.4%
Capital	314,896	15,727	15,727	0	0.0%
<b>TOTAL</b>	<b>3,368,994</b>	<b>2,957,456</b>	<b>2,929,901</b>	<b>-27,556</b>	<b>-0.9%</b>
BENEFITS			868,763		
REVENUE	1,776,644	900,150	1,020,600	120,450	13.4%

**SUMMARY OF SUB-PROGRAMS**

SUB- PROGRAMS	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE
Comptroller	517,083	525,027	522,521	-2,507	-0.5%
Purchasing	1,277,120	906,622	873,481	-33,141	-3.7%
Assessors	658,733	599,748	602,981	3,233	0.5%
Treasurer	916,057	926,059	930,917	4,859	0.5%
<b>TOTAL</b>	<b>3,368,994</b>	<b>2,957,456</b>	<b>2,929,901</b>	<b>-27,556</b>	<b>-0.9%</b>

**COMPTROLLER**

CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE
Personnel	367,841	357,099	359,499	2,399	0.7%
Services	133,202	151,543	146,637	-4,906	-3.2%
Supplies	7,687	7,650	7,650	0	0.0%
Other	3,814	3,715	3,715	0	0.0%
Capital	4,538	5,020	5,020	0	0.0%
<b>TOTAL</b>	<b>517,083</b>	<b>525,027</b>	<b>522,521</b>	<b>-2,507</b>	<b>-0.5%</b>

**PURCHASING**

CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE
Personnel	338,686	329,066	330,485	1,419	0.4%
Services	608,725	547,317	512,197	-35,120	-6.4%
Supplies	23,253	23,960	23,960	0	0.0%
Other	1,565	2,568	2,568	0	0.0%
Utilities	2,394	1,011	1,571	560	55.4%
Capital	302,498	2,700	2,700	0	0.0%
<b>TOTAL</b>	<b>1,277,120</b>	<b>906,622</b>	<b>873,481</b>	<b>-33,141</b>	<b>-3.7%</b>

**ASSESSORS**

CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE
Personnel	618,955	558,546	562,210	3,664	0.7%
Services	27,089	25,052	25,371	319	1.3%
Supplies	2,589	3,750	3,000	-750	-20.0%
Other	5,898	8,500	8,500	0	0.0%
Capital	4,203	3,900	3,900	0	0.0%
<b>TOTAL</b>	<b>658,733</b>	<b>599,748</b>	<b>602,981</b>	<b>3,233</b>	<b>0.5%</b>

**TREASURER-COLLECTOR**

CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE
Personnel	589,644	649,883	656,492	6,610	1.0%
Services	317,833	264,927	263,176	-1,751	-0.7%
Supplies	2,855	4,142	4,142	0	0.0%
Other	2,068	3,000	3,000	0	0.0%
Capital	3,657	4,107	4,107	0	0.0%
<b>TOTAL</b>	<b>916,057</b>	<b>926,059</b>	<b>930,917</b>	<b>4,859</b>	<b>0.5%</b>

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET						PROGRAM GROUP: Administration and Finance PROGRAM: Finance Department					
TREASURER-COLLECTOR SUB-PROGRAM: SUMMARY OF ELEMENTS						PURCHASING SUB-PROGRAM SUMMARY OF ELEMENTS					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Administration	90,654	120,432	120,785	353	0.3%	Purchasing	279,392	267,101	268,960	1,859	0.7%
Treasurer	249,555	158,514	177,444	18,930	11.9%	General Services	997,728	639,521	604,521	-35,000	-5.5%
Collector	280,814	264,250	257,082	-7,168	-2.7%	TOTAL	1,277,120	906,622	873,481	-33,141	-3.7%
Payroll	295,034	382,863	375,607	-7,256	-1.9%						
TOTAL	916,057	926,059	930,917	4,859	0.5%						
ADMINISTRATION						PURCHASING					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	72,892	116,268	116,621	353	0.3%	Personnel	261,846	254,460	255,879	1,419	0.6%
Services	16,245	2,732	2,732	0	0.0%	Services	8,464	3,302	3,182	-120	-3.6%
Supplies	247	142	142	0	0.0%	Supplies	2,626	3,060	3,060	0	0.0%
Other	307	400	400	0	0.0%	Other	1,565	2,568	2,568	0	0.0%
Capital	964	890	890	0	0.0%	Utilities	2,394	1,011	1,571	560	55.4%
TOTAL	90,654	120,432	120,785	353	0.3%	Capital	2,498	2,700	2,700	0	0.0%
						TOTAL	279,392	267,101	268,960	1,859	0.7%
PAYROLL						GENERAL SERVICES					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	177,691	253,869	257,613	3,744	1.5%	Personnel	76,840	74,606	74,606	0	0.0%
Services	115,961	126,732	115,732	-11,000	-8.7%	Services	600,261	544,015	509,015	-35,000	-6.4%
Supplies	391	300	300	0	0.0%	Supplies	20,627	20,900	20,900	0	0.0%
Other	375	800	800	0	0.0%	Other	0	0	0	0	0.0%
Capital	615	1,163	1,163	0	0.0%	Capital	300,000	0	0	0	0.0%
TOTAL	295,034	382,863	375,607	-7,256	-1.9%	TOTAL	997,728	639,521	604,521	-35,000	-5.5%
TREASURER											
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10							
				\$ CHANGE	% CHANGE						
Personnel	117,029	95,655	96,772	1,117	1.2%						
Services	129,544	60,069	77,882	17,813	29.7%						
Supplies	1,137	1,000	1,000	0	0.0%						
Other	1,152	900	900	0	0.0%						
Capital	693	890	890	0	0.0%						
TOTAL	249,555	158,514	177,444	18,930	11.9%						
COLLECTOR											
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10							
				\$ CHANGE	% CHANGE						
Personnel	222,032	184,091	185,487	1,396	0.8%						
Services	56,083	75,395	66,832	-8,564	-11.4%						
Supplies	1,080	2,700	2,700	0	0.0%						
Other	234	900	900	0	0.0%						
Capital	1,385	1,163	1,163	0	0.0%						
TOTAL	280,814	264,250	257,082	-7,168	-2.7%						



TOWN OF BROOKLINE FY2011 PROGRAM BUDGET					PROGRAM GROUP: Administration and Finance SUB-PROGRAM: Comptroller					
ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2010 SALARY RANGE		FY2010 BUDGET		FY2011 RECOMMENDATION	
			FY2008	FY2009	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Town Comptroller	D-5	1.00	1.00	87,830	103,459	1.00	103,459	1.00	103,459
	Assistant Comptroller	T-10	1.00	1.00	69,321	78,434	1.00	77,062	1.00	78,434
	Senior Accountant	T-5	1.00	1.00	52,835	59,780	1.00	57,707	1.00	58,735
	Senior Account/Audit Clerk	C-5	1.00	1.00	38,716	40,490	1.00	40,490	1.00	40,490
	Senior Account/Audit Clerk	C-4	2.00	2.00	36,632	38,386	2.00	75,606	2.00	75,606
	Subtotal		6.00	6.00			6.00	354,324	6.00	356,724
510901	Temporary Part Time Salaries									
	Clerical Assistant		0.70	0.70			0.00	0	0.00	0
	Subtotal		0.70	0.70			0.00	0	0.00	0
	Other									
513044	Longevity							1,725		1,725
515501	Clothing/Uniform Allowance (In lieu of boots)							1,050		1,050
	Subtotal							2,775		2,775
	Total		6.70	6.70			6.00	357,099	6.00	359,499

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET					PROGRAM GROUP: Administration and Finance SUB-PROGRAM: Purchasing					
ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2010 SALARY RANGE		FY2010 BUDGET		FY2011 RECOMMENDATION	
			FY2008	FY2009	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Chief Procurement Officer	D-5	1.00	1.00	87,830	103,459	1.00	94,618	1.00	96,037
	Procurement Officer	T-8	1.00	1.00	64,091	72,516	1.00	72,516	1.00	72,516
	Supervisor of Mailing/Printing	GN-6	1.00	1.00	43,458	45,644	1.00	45,644	1.00	45,644
	Buyer/Clerk	C-9	1.00	1.00	44,212	46,040	1.00	46,040	1.00	46,040
	Senior Clerk/Typist	C-4	1.00	1.00	36,632	38,386	1.00	38,386	1.00	38,386
	Telephone Operator/Receptionist	C-4	0.58	0.00	36,632	38,386	0.00	0	0.00	0
	Mail Clerk	GN-1	0.93	0.93	27,569	28,956	0.93	26,929	0.93	26,929
	Subtotal		6.51	5.93			5.93	324,133	5.93	325,552
513044	Longevity Pay							3,883		3,883
515501	Clothing/Uniform Allowance (In lieu of boots)							1,050		1,050
	Subtotal							4,933		4,933
	Total		6.51	5.93			5.93	329,066	5.93	330,485

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET					PROGRAM GROUP: Administration and Finance SUB-PROGRAM: Assessing					
ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2010 SALARY RANGE		FY2010 BUDGET		FY2011 BUDGET	
			FY2008	FY2009	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Chief Assessor	D-5	1.00	1.00	87,830	103,459	1.00	98,940	1.00	100,424
	Deputy Chief Assessor	T-12	1.00	1.00	76,420	86,465	1.00	86,465	1.00	86,465
	Assessor - Commercial Valuation Director	T-11	1.00	1.00	72,094	81,571	0.00	0	0.00	0
	Assessor - Commercial Valuation Director	T-10	0.00	0.00	69,321	78,434	1.00	73,089	1.00	74,390
	Assistant Assessor - Residential / Commercial	T-9	1.00	1.00	66,655	75,417	1.00	69,049	1.00	70,278
	Assistant Assessor / Field Appraiser	GN-10	2.80	2.80	55,844	58,654	2.80	164,231	2.80	164,231
	Principal Clerk	C-8	1.00	1.00	42,871	44,686	1.00	44,686	1.00	44,686
	Senior Clerk Typist	C-5	1.00	1.00	38,716	40,490	0.00	0	0.00	0
	Subtotal		8.80	8.80			7.80	536,461	7.80	540,475
510102	Permanent Part Time Salaries									
	Assessor - Board Members (2)					6,000		12,000		12,000
	Subtotal							12,000		12,000
	Other									
510300	Overtime							5,000		5,000
513044	Longevity Pay							4,385		4,385
515501	Clothing/Uniform Allowance (In Lieu of Boots)							700		350
	Subtotal							10,085		9,735
	Total		8.80	8.80			7.80	558,546	7.80	562,210

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET					PROGRAM GROUP: Administration and Finance SUB-PROGRAM: Treasurer - Collector					
ACCT.#	POSITION  TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2010 SALARY RANGE		FY2010 BUDGET		FY2011 RECOMMENDATION	
			FY2008	FY2009	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Director of Finance/Treasurer	D-8	1.00	1.00	110,640	130,329	1.00	130,329	1.00	130,329
	Payroll Director	T-14	0.00	0.00	85,865	97,153	1.00	87,394	1.00	88,949
	Payroll Manager	T-10	1.00	1.00	69,321	78,434	0.00	0	0.00	0
	Assistant Treasurer	T-7	1.00	1.00	61,626	69,727	1.00	62,723	1.00	63,840
	Assistant Collector	T-7	1.00	1.00	61,626	69,727	1.00	68,508	1.00	69,727
	Payroll Coordinator	T-5	0.00	0.00	52,835	59,780	2.00	112,615	2.00	113,555
	Payroll Accountant	T-2	1.00	1.00	41,942	47,455	0.00	0	0.00	0
	Head Cashier	C-9	1.00	1.00	44,212	46,040	1.00	45,231	1.00	45,408
	Senior Clerk Typist	C-5	1.00	1.00	38,716	40,490	1.00	40,490	1.00	40,490
	Sr. Accounts Recievable Clerk	C-5	1.00	1.00	38,716	40,490	1.00	39,736	1.00	39,913
	Senior Clerk Typist	C-4	1.00	1.00	36,632	38,386	1.00	37,829	1.00	38,006
	Subtotal		9.00	9.00			10.00	624,855	10.00	630,216
510901	Temporary Part Time Salaries									
	Clerical Assistant (1)		0.00	0.00		\$12.07/hr	0.70	17,001	0.70	17,001
	Subtotal		0.00	0.00			0.70	17,001	0.70	17,001
	Other									
510300	Regular Overtime							2,252		3,500
513044	Longevity Pay							4,375		4,375
515501	Clothing/Uniform Allowance (In Lieu of Boots)							1,400		1,400
	Subtotal							8,027		9,275
	<b>Total</b>		<b>9.00</b>	<b>9.00</b>			<b>10.70</b>	<b>649,884</b>	<b>10.70</b>	<b>656,492</b>
	(1) Hourly rate effective 7/1/2010									

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Legal Services																																																								
<p><b><u>PROGRAM DESCRIPTION</u></b></p> <p>The Office of Town Counsel handles all litigation and legal affairs including personal injury and property damage cases; all contract drafting; dispute resolution and litigation; administrative hearings and appeals before state and federal agencies; legislative matters involving Town Meetings, including the preparation of articles, votes, and by-law amendments; legal opinions and advice to Town departments and agencies; representation for the School Department, including special education hearings and appeals; and tax abatements, foreclosures, and appellate tax board appeals.</p> <p>The Office of Town Counsel also consults and works with the Town's operating departments in programs to address and resolve personnel and safety issues before they develop into liability problems for the community.</p> <p><b><u>BUDGET STATEMENT</u></b></p> <p>The FY11 budget reflects an increase of \$7,648 (1%). Personnel increases \$8,023 (1.6%) due to Steps (\$7,848) and Longevity (\$175).</p> <p>Services decrease \$375 (0.3%) and reflects a free year of service for the new copier lease.</p> <p><b><u>FY2011 OBJECTIVES</u></b></p> <ol style="list-style-type: none"><li>1. To conduct a comprehensive review of the Brookline Public School's policy manual in partnership with the School Committee and Superintendent of Schools.</li><li>2. To develop and implement faculty/staff training in the areas of student discipline and eligibility for enrollment with the Assistant Superintendent for Student Services.</li><li>3. To draft a workplace Americans with Disabilities Act policy.</li><li>4. To draft a general workplace anti-discrimination and anti-harassment policy.</li><li>5. To actively pursue collection matters relative to delinquent taxes and/or fees.</li><li>6. To draft the Land Disposition Agreement and other documents to develop the Town-owned Fisher Hill site.</li><li>7. To finalize the required documents to purchase and develop the State-owned Fisher Hill site.</li><li>8. To continue to pursue professional development goals.</li><li>9. To continue conducting training seminars for public officials and Town employees.</li><li>10. To assist and advise department heads and administrative staff on legal issues and concerns.</li><li>11. To actively maintain and continue to organize the Department's record storing/archive system.</li></ol>	<p><b><u>OBJECTIVES (Con't.)</u></b></p> <ol style="list-style-type: none"><li>12. To assist and advise the Planning and Community Development Department, and other Town departments, in the implementation of a variety of community projects.</li><li>13. To expand on policy work, litigation and claim evaluations.</li><li>14. To train department heads and assist with the implementation of recent changes to the Conflict of Interest and Open Meeting Laws.</li><li>15. To achieve continued success in defending the Town against claims and lawsuits.</li></ol> <p><b><u>ACCOMPLISHMENTS</u></b></p> <ol style="list-style-type: none"><li>1. Drafted the Fraud Prevention Policy for adoption by the Board of Selectmen.</li><li>2. Re-drafted the Police Department's Police Discipline and Citizen Complaint Procedure to implement the recommendations of the Citizen Complaint Review Committee and comments of citizens.</li><li>3. Drafted the Police Department's Critical Infrastructure Monitoring System ("CIMS") policy.</li><li>4. Successfully defended a challenge to the Town's Zoning By-Law at the Supreme Judicial Court.</li><li>5. Assisted in the recovery of more than \$50,000 in restitution from individuals who damaged Town-owned property.</li><li>6. Assisted the Department of Public Works with various bidding issues, including successfully defending a bid protest.</li><li>7. Assisted various departments with the Fisher Hill development project.</li><li>8. Assisted in numerous Housing Projects and Real Estate closings with the Planning Department.</li><li>9. In compliance with Article 3.20 of the General By-Laws, conducted training seminars on Conflict of Interest, Open Meeting Law and Public Records Law for all newly appointed Board and Commission members for the Town.</li></ol> <p><b><u>PROGRAM COSTS</u></b></p> <table><tr><th rowspan="2">CLASS OF EXPENDITURES</th><th rowspan="2">ACTUAL FY2009</th><th rowspan="2">BUDGET FY2010</th><th rowspan="2">REQUEST FY2011</th><th colspan="2">FY11 vs. FY10</th></tr><tr><th>\$ CHANGE</th><th>% CHANGE</th></tr><tr><td>Personnel</td><td>524,893</td><td>511,541</td><td>519,564</td><td>8,023</td><td>1.6%</td></tr><tr><td>Services</td><td>98,787</td><td>126,442</td><td>126,067</td><td>-375</td><td>-0.3%</td></tr><tr><td>Supplies</td><td>2,602</td><td>2,200</td><td>2,200</td><td>0</td><td>0.0%</td></tr><tr><td>Other</td><td>120,133</td><td>104,700</td><td>104,700</td><td>0</td><td>0.0%</td></tr><tr><td>Capital</td><td>3,061</td><td>3,765</td><td>3,765</td><td>0</td><td>0.0%</td></tr><tr><td>TOTAL</td><td>749,476</td><td>748,648</td><td>756,296</td><td>7,648</td><td>1.0%</td></tr><tr><td>BENEFITS</td><td></td><td></td><td>224,535</td><td></td><td></td></tr><tr><td>REVENUE</td><td>62,500</td><td>5,000</td><td>5,000</td><td>0</td><td>0.0%</td></tr></table>	CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		\$ CHANGE	% CHANGE	Personnel	524,893	511,541	519,564	8,023	1.6%	Services	98,787	126,442	126,067	-375	-0.3%	Supplies	2,602	2,200	2,200	0	0.0%	Other	120,133	104,700	104,700	0	0.0%	Capital	3,061	3,765	3,765	0	0.0%	TOTAL	749,476	748,648	756,296	7,648	1.0%	BENEFITS			224,535			REVENUE	62,500	5,000	5,000	0	0.0%
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TOWN OF BROOKLINE FY2011 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Legal Services																																																																																																																																		
<p><b><u>ACCOMPLISHMENTS (con't.)</u></b></p> <p>10. Created a new Ethics and Records Law manual for use in the training seminars.</p> <p>11. Negotiated the terms of the Muddy River Project Memorandum of Agreement and Project Partnership Agreement with various State agencies, the City of Boston and Army Corps of Engineers with respect to the financial components of the Project and the overall administration of the project.</p> <p>12. Prepared training materials on the changes to the Open Meeting Law, enacted in Ch. 28 of the Acts of 2009 (Ethics Reform).</p> <p>13. Filed Small Claims actions on behalf of the Treasurer's Office for unpaid personal property tax accounts and successfully recovered thousands of dollars in revenue owed.</p> <p>14. Provided assistance and guidance to boards, commissions, department heads, and citizens in drafting various warrant articles.</p> <p>15. Provided daily advice to school administrators, principals, and other school personnel pertaining to matters such as eligibility for enrollment, student records access, the service of records and deposition subpoenas, and several student disciplinary matters.</p> <p>16. Continued to successfully negotiate lower dollar amounts for claim settlements where Town liability is clear.</p> <p>17. Continued to effectively catalogue and maintain stored cases and department records in archive storage facility.</p> <p>18. Provided legal opinions on a daily basis to Town departments, boards and commissions.</p> <p>19. Drafted and negotiated lease agreements for Town properties.</p> <p>20. Created a standard procedure for Town personnel to follow relative to property damage and personal injury claims.</p> <p>21. Reviewed and drafted numerous affordable housing documents.</p> <p>22. Successfully negotiated numerous claims against the Town.</p>	<p><b>PERFORMANCE / WORKLOAD INDICATORS</b></p> <table> <tr> <th></th><th>ACTUAL FY2008</th><th>ESTIMATE FY2009</th><th>ACTUAL FY2009</th><th>ESTIMATE FY2010</th><th>ESTIMATE FY2011</th></tr> <tr> <td>Performance:</td><td></td><td></td><td></td><td></td><td></td></tr> <tr> <td>Disposed Court Cases</td><td>57</td><td>55</td><td>59</td><td>55</td><td>55</td></tr> <tr> <td>Formal Legal Opinions</td><td>51</td><td>45</td><td>43</td><td>45</td><td>45</td></tr> <tr> <td>Petitions to Foreclose</td><td>8</td><td>20</td><td>20</td><td>20</td><td>20</td></tr> <tr> <td>Land Court &amp; Tax Title Cases</td><td>16</td><td>15</td><td>23</td><td>15</td><td>15</td></tr> <tr> <td>Retirement Cases</td><td>0</td><td>1</td><td>0</td><td>1</td><td>1</td></tr> <tr> <td>Special Ed. Appeals *</td><td>26</td><td>25</td><td>30</td><td>25</td><td>25</td></tr> <tr> <td>Appellate Tax Board</td><td>9</td><td>15</td><td>7</td><td>10</td><td>10</td></tr> <tr> <td>Leases/Ground Leases</td><td>8/2</td><td>8/2</td><td>8/2</td><td>8/2</td><td>8/2</td></tr> <tr> <td>Zoning Board Appeals</td><td>7</td><td>12</td><td>12</td><td>10</td><td>10</td></tr> <tr> <td>Personal Injury</td><td>9</td><td>5</td><td>15</td><td>10</td><td>10</td></tr> <tr> <td>Property Damages</td><td>15</td><td>15</td><td>30</td><td>15</td><td>15</td></tr> <tr> <td>Civil Service</td><td>6</td><td>5</td><td>2</td><td>5</td><td>5</td></tr> <tr> <td>Contract cases</td><td>5</td><td>4</td><td>3</td><td>5</td><td>5</td></tr> <tr> <td>Bankruptcy cases **</td><td>15</td><td>3</td><td>14</td><td>10</td><td>10</td></tr> <tr> <td>Miscellaneous</td><td></td><td></td><td></td><td></td><td></td></tr> <tr> <td>    Lawsuits***</td><td>46</td><td>45</td><td>52</td><td>50</td><td>50</td></tr> <tr> <td>Housing Projects/Closings</td><td>58</td><td>60</td><td>45</td><td>60</td><td>60</td></tr> <tr> <td>Contracts Reviewed and Approved (approx.)</td><td>362</td><td>350</td><td>335</td><td>350</td><td>350</td></tr> <tr> <td>Claim Letters Processed</td><td>536</td><td>500</td><td>548</td><td>500</td><td>500</td></tr> </table> <p>* Includes rejected IEPs that were resolved prior to litigation.</p> <p>** Does not include numerous Notices of Discharge.</p> <p>*** Category includes: civil rights actions, employment discrimination claims, code enforcement cases, appeals of the denial of gun permits, and actions wherein the Town is the Plaintiff.</p>						ACTUAL FY2008	ESTIMATE FY2009	ACTUAL FY2009	ESTIMATE FY2010	ESTIMATE FY2011	Performance:						Disposed Court Cases	57	55	59	55	55	Formal Legal Opinions	51	45	43	45	45	Petitions to Foreclose	8	20	20	20	20	Land Court & Tax Title Cases	16	15	23	15	15	Retirement Cases	0	1	0	1	1	Special Ed. Appeals *	26	25	30	25	25	Appellate Tax Board	9	15	7	10	10	Leases/Ground Leases	8/2	8/2	8/2	8/2	8/2	Zoning Board Appeals	7	12	12	10	10	Personal Injury	9	5	15	10	10	Property Damages	15	15	30	15	15	Civil Service	6	5	2	5	5	Contract cases	5	4	3	5	5	Bankruptcy cases **	15	3	14	10	10	Miscellaneous						Lawsuits***	46	45	52	50	50	Housing Projects/Closings	58	60	45	60	60	Contracts Reviewed and Approved (approx.)	362	350	335	350	350	Claim Letters Processed	536	500	548	500	500
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TOWN OF BROOKLINE FY2011 PROGRAM BUDGET					PROGRAM GROUP: Administration and Finance PROGRAM: Legal Services					
ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2010 SALARY RANGE		FY2010 BUDGET		FY2011 RECOMMENDATION	
			FY2008	FY2009	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Town Counsel	D-8	1.00	1.00	110,640	130,329	1.00	120,979	1.00	122,794
	Associate Town Counsel II	D-5	2.00	2.00	87,830	103,459	2.00	188,087	2.00	190,909
	Associate Town Counsel I	D-4	1.00	0.00	80,578	94,917	0.00	0	0.00	0
	Associate Town Counsel I	T-14	0.00	1.00	85,865	97,153	1.00	93,784	1.00	95,453
	Senior Paralegal Secretary	T-5	1.00	1.00	52,835	59,780	1.00	55,707	1.00	56,698
	Paralegal Secretary	C-9	1.00	1.00	44,212	46,040	1.00	45,584	1.00	46,040
	Subtotal		6.00	6.00			6.00	504,141	6.00	511,894
	CDBG Charge-Off							(5,000)		(5,000)
	Workers' Comp. Charge-Off							(10,000)		(10,000)
	Net Total		6.00	6.00			6.00	489,141	6.00	496,894
510102	Permanent Part Time Salaries									
	Senior Clerk Typist	C-4	0.64	0.64	36,632	38,386	0.53	20,176	0.53	20,270
	Subtotal		0.64	0.64			0.53	20,176	0.53	20,270
	Other									
513044	Longevity Pay							1,875		2,050
515501	Clothing/Uniform Allowance							350		350
	Subtotal							2,225		2,400
	<b>Total</b>		<b>6.64</b>	<b>6.64</b>			<b>6.53</b>	<b>511,541</b>	<b>6.53</b>	<b>519,564</b>

<div> <div>TOWN OF BROOKLINE</div> <div>FY2011 PROGRAM BUDGET</div> </div>	
<div>PROGRAM DESCRIPTION</div>	
<div>The Advisory Committee is appointed by the Moderator in accordance with Sections 2.2.1 and 2.2.2 of the Town By-Laws which read as follows:</div>	
<div>"Section 2.2.1: The Moderator shall, in June of each year, appoint citizens to serve on the Advisory Committee (herein the "Committee") established under G.L.C. 39,</div>	
<div>Section 16, and this By-Law. Members of the Committee shall serve without compensation. The Committee shall consist of not fewer than twenty nor more than thirty registered voters of the Town. At least one elected Town Meeting Member shall be appointed from each precinct. No more than six members shall be appointed who are not elected Town Meeting Members at the time of their appointment. No more than four members of the Committee shall reside in the same precinct. No member of the Committee shall be an employee of the Town or a member of any standing board or Committee having charge of the expenditure money; but, this restriction shall not disqualify from appointment to the Committee, members of special committees which may be created from time to time by Town Meeting, the Moderator, or the Selectmen to report on specific matters.</div>	
<div>Section 2.2.2: members shall hold office from July 1st, in the year of their appointment, for three year staggered terms and until their successors are appointed. All vacancies shall be filled by the Moderator for the unexpired term of the appointee's predecessor."</div>	
<div>BUDGET STATEMENT</div>	
<div>The FY11 budget reflects an increase of \$168 (0.9%) due to Step increases in personnel.</div>	
<div>FY2011 OBJECTIVES</div>	
<div>In accordance with Section 2.2.5 of Article 2.2: "The Committee shall consider any and all municipal questions, including appropriation requests and proposed action under all articles in the Warrant for a Town Meeting, for the purpose of making reports and recommendations to the Town. The Committee shall submit a budget at the Annual Town Meeting. It may examine the books and records of any board, committee, or officer of the Town as far as permitted by law.</div>	
<div>The Superintendent of Schools (in the case of school appropriations) and the Town Administrator (in the case of all other appropriations) shall submit their requests for appropriations to the Committee by February 15th or the next town business day if said date falls on a weekend or holiday; or seven days after the Governor submits the annual budget to the General Court, whichever is later."</div>	

PROGRAM GROUP: Administration and Finance PROGRAM: Advisory Committee					
<b>ACCOMPLISHMENTS</b>					
<p>1. During FY 2009, the full Advisory Committee met 38 times and Advisory Committee Subcommittees met 43 times in addition to capital project site visits.</p> <p>2. Spent three months reviewing the Town Administrator's Proposed FY 2010 Financial Plan and Capital Improvements Program and developing the Advisory Committee's version of the budget for FY 2010. Presented to Town Meeting, a detailed analysis and recommendation, which included an overview of the Town budget, a comprehensive report on the School budget, and descriptions of the numerous construction/renovation projects included in the CIP.</p> <p>3. Prepared and presented to Town Meeting comprehensive reports on a number of complicated warrant articles and financial considerations. Topics included a variety of zoning issues, collective bargaining agreements, healthcare costs, noise control by-law, issuance of taxi medallions and the regulation of valet parking to name a few.</p> <p>4. Regularly updated meeting schedules, maintained ongoing communications and provided materials to all department heads, town boards and commissions, Town Meeting Members, union officials, local newspapers, and other interested parties. Held open public hearings on issues before Town Meeting.</p> <p>5. Members of the Advisory Committee participated on committees appointed by the Board of Selectmen on a variety of topics including OPEB's, the zoning by-laws, noise by-laws, and climate action.</p> <p>6. Members also served on several standing town committees including the Labor Advisory, Town/School Partnership, Naming and Audit Committees.</p>					
<b>PROGRAM COSTS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE
Personnel	15,830	17,247	17,415	168	1.0%
Services	36	36	36	0	0.0%
Supplies	1,260	1,275	1,275	0	0.0%
Other	326	570	570	0	0.0%
Capital	487	487	487	0	0.0%
TOTAL	17,938	19,615	19,783	168	0.9%
BENEFITS			223		
REVENUE	0	0	0	0	0.0%



TOWN OF BROOKLINE FY2011 PROGRAM BUDGET					PROGRAM GROUP: Administration and Finance PROGRAM: Advisory Committee					
ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2010 SALARY RANGE		FY2010 BUDGET		FY2011 RECOMMENDATION	
			FY2008	FY2009	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510102	Permanent Part Time Salaries  Executive Assistant	C-10	0.35	0.35	48,430	50,493	0.35	17,247	0.35	17,415
	<b>Total</b>		<b>0.35</b>	<b>0.35</b>			<b>0.35</b>	<b>17,247</b>	<b>0.35</b>	<b>17,415</b>

<b>TOWN OF BROOKLINE FY2011 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Administration and Finance PROGRAM: Town Clerk</b>
<p><b><u>PROGRAM DESCRIPTION</u></b></p> <p>The Town Clerk is elected to a three-year term by the citizens of the Town. The Department has three subprograms - Public Records, Elections, and Voter Registration - which are mandated by Federal and State statutes and Town By-Laws to record, implement, compile, and preserve the actions and directives of the Town's executive and legislative branches. The principal duties of the office are to maintain factual public records and to administer fair and accurate elections. The Department's responsibilities also include secretarial duties for the Zoning Board of Appeals (ZBA) and the Board of Registrars of Voters.</p> <p>A brief description of each of the subprograms is as follows:</p> <p><b><u>Public Records</u></b> - Duties include the keeping of the Town Seal and all official records of the Town; maintaining all rules, regulations, and by-laws governing the Town's various boards, departments, commissions, and committees; certifying Town Meeting actions and official documents; performing oaths of office; recording all births, deaths, and marriages and issuing certified copies of same; issuing licenses, permits, certificates, and renewals; and performing all secretarial duties for the ZBA.</p> <p><b><u>Elections</u></b> - The Town Clerk is the mandated authority for conducting federal, state, and local elections. The Town Clerk serves as the custodian of the voting machines and is responsible for the supervision and instruction of over 200 election workers in the use of those machines and in laws pertinent to their duties. The Town Clerk is required to provide certified election results to the Office of the Secretary of State, the Bureau of Accounts, and numerous other governing bodies and agencies.</p> <p><b><u>Voter Registration</u></b> - The Town Clerk serves as an ex-officio member of the Board of Registrars of Voters. Duties include registering all eligible residents of the Town as voters, producing a street list of the residents of the Town, and certifying signatures of registered voters of the Town on nomination papers of candidates for federal, state, and local office, as well as referendum and initiative petitions.</p> <p><b><u>BUDGET STATEMENT</u></b></p> <p>The FY11 budget reflects an increase of \$118,926 (24.7%) primarily due to the fact that there will be three elections in FY11 compared to one election in FY10. The \$94,000 increase in Personnel for Election Workers is coupled with an increase in Steps (\$1,324) and the transfer of the Board of Appeals stipends previously funded in the Building Department (\$11,400).</p>	<p><b><u>BUDGET STATEMENT (con't.)</u></b></p> <p>Services increase \$6,903 (10.3%) due to an increase in Professional/Technical Services (\$3,800), Printing Services (\$3,750), Motor Vehicle/Equipment Rental (\$3,000), Advertising Services (\$800), Wireless Communication (\$643), and Delivery Services (\$100), offset by a decrease in Office Equipment Repair and Maintenance (\$5,190).</p> <p>The \$4,750 (52.8%) increase in Supplies reflects a \$4,000 increase in meals for election workers and a \$750 increase in Office Supplies. Other decreased \$200 (12.5%) in Professional Dues/Memberships and the \$749 increase in Capital (23%) reflects the purchase of a high speed auto folder.</p> <p><b><u>FY2011 OBJECTIVES</u></b></p> <ol style="list-style-type: none"> <li>1. To publish the 2010 List of Persons 17 Years of Age and Older.</li> <li>2. To publish the 2010 List of Elected Officers, Advisory Committee Members, Committee on Town Organization and Structure and Executive Officers of the Town Meeting Members Association.</li> <li>3. To review and certify signatures for non-party candidates for the November 2, 2010 State Election.</li> <li>4. To administer, record and certify the results of the September 14, 2010 State Primary.</li> <li>5. To transmit the certified results of the September 14, 2010 State Primary to the Elections Division of the Office of the Secretary of the Commonwealth.</li> <li>6. To update the General By-Laws based upon the Attorney General's approval of any amendments taken at the May 2010 Annual Town Meeting.</li> <li>7. To administer, record and certify the results of the November 2, 2010 State Election.</li> <li>8. To transmit the certified results of the November 2, 2010 State Election to the Elections Division of the Office of the Secretary of the Commonwealth.</li> <li>9. To transmit the certified results of the November 2, 2010 State Election to the Norfolk County Clerk of Courts.</li> <li>10. To transmit the certified results of the November 2, 2010 State Election to the Office of the Norfolk County Commissioners.</li> <li>11. To administer, record and certify the actions taken at the November 2010 Special Town Meeting.</li> <li>12. To certify and transmit all General and Zoning By-Laws passed at the November 2010 Special Town Meeting to the Office of the Attorney General's Municipal Law Unit, for review and approval.</li> <li>13. To certify and publish the minutes of the November 2010 Special Town Meeting.</li> <li>14. To administer and record the collection of data for the 2011 List of Persons 17 Years of Age and Older.</li> <li>15. To update the General By-Laws based upon the Attorney General's approval of any amendments taken at the November 2010 Special Town Meeting.</li> </ol>

<b>TOWN OF BROOKLINE FY2011 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Administration and Finance PROGRAM: Town Clerk</b>
<p><b><u>FY2011 OBJECTIVES (con't.)</u></b></p> <p>16. To administer, record and certify the May 2011 Annual Town Election.</p> <p>17. To transmit a certified list of Elected Town Officers, elected at the May 2011 Annual Town Election, to the Elections Division of the Office of the Secretary of the Commonwealth.</p> <p>18. To update the Town Meeting Members data on the Town's website based upon the certified results of the May 2011 Annual Town Election.</p> <p>19. To administer, record and certify the actions taken at the May 2011 Annual Town Meeting.</p> <p>20. To certify and transmit all General and Zoning By-Laws, passed at the May 2011 Annual Town Meeting, to the Office of the Attorney General's Municipal Law Unit for review and approval.</p> <p>21. To transmit certified votes of all authorizations to borrow, passed at the May 2011 Annual Town Meeting, to the Local Services Division of the Department of Revenue.</p> <p>22. To certify and publish the minutes of the May 2011 Annual Town Meeting.</p> <p><b><u>ACCOMPLISHMENTS</u></b></p> <p>1. Published the 2009 List of Persons 17 Years of Age and Older.</p> <p>2. Administered, recorded and certified the actions taken at the August 26, 2009 Special Town Meeting.</p> <p>3. Certified to the Department of Revenue the Town's acceptance of the Local Meals Excise Tax and the change in the Local Rooms Occupancy Tax.</p> <p>4. Certified and published the minutes of the August 26, 2009 Special Town Meeting.</p> <p>5. Published the 2009 List of Elected Officers, Advisory Committee Members, Committee on Town Organization and Structure and Executive Officers of the Town Meeting Members Association.</p> <p>6. Reviewed and certified nomination signatures of party candidates for the December 8, 2009 Special State Primary to fill a vacancy in the office of United States Senator.</p> <p>7. Reviewed and certified signatures for initiative petitions for the November 2, 2010 State Election.</p> <p>8. Reviewed and certified nomination signatures of non-party candidates for the January 19, 2010 Special State Election.</p> <p>9. Conducted an information seminar for seniors for the Council on Aging.</p> <p>10. Updated the General By-Laws based upon the Attorney General's approval of the amendments taken at the May 26, 2009 Annual Town Meeting.</p> <p>11. Recommended to and received approval from the Board of Selectmen for changes in the polling locations for Precinct 4 and Precinct 16.</p> <p>12. Notified every active and inactive voter in Precinct 4 and Precinct 16, as required by state law, of the change in their polling location.</p>	<p><b><u>ACCOMPLISHMENTS (con't.)</u></b></p> <p>13. Administered, recorded and certified the actions taken at the November 17, 2009 Special Town Meeting.</p> <p>14. Certified and transmitted all General and Zoning By-Laws, passed at the November 17, 2009 Special Town Meeting, to the Office of the Attorney General's Municipal Law Unit for review and approval.</p> <p>15. Certified and published the minutes of the November 17, 2009 Special Town Meeting.</p> <p>16. Administered, recorded and certified the December 8, 2009 Special State Primary to fill a vacancy in the office of United States Senator.</p> <p>17. Transmitted the certified results of the December 8, 2009 Special State Primary to fill a vacancy in the office of United States Senator to the Elections Division of the Office of the Secretary of the Commonwealth.</p> <p>18. Administered and recorded the collection of data for the 2010 List of Persons 17 Years of Age and Older.</p> <p>19. Administered, recorded and certified the January 19, 2010 Special State Election to fill a vacancy in the office of United States Senator.</p> <p>20. Transmitted the certified results of the January 19, 2010 Special State Election to fill a vacancy in the office of United States Senator to the Elections Division of the Office of the Secretary of the Commonwealth.</p> <p>21. Updated the General By-Laws based upon the Attorney General's approval of the amendments taken at the November 17, 2009 Special Town Meeting.</p> <p>22. Initiated a computer-based vital records software program to improve efficiencies in record keeping and delivery of services.</p> <p>23. Will administer, recorded and certified the May 2010 Annual Town Election.</p> <p>24. Will transmit a certified list of Elected Town Officers, elected at the May 2010 Annual Town Election, to the Elections Division of the Office of the Secretary of the Commonwealth.</p> <p>25. Will update the Town Meeting members data on the Town's website based upon the certified results of the May 2010 Annual Town Election.</p> <p>26. Will administer, record and certify the actions taken at the May 2010 Annual Town Meeting.</p> <p>27. Will certify and transmit all General and Zoning By-Laws passed at the May 2010 Annual Town Meeting to the Office of the Attorney General's Municipal Law Unit for review and approval.</p> <p>28. Will transmit certified votes of all authorizations to borrow passed at the May 2010 Annual Town Meeting to the Local Services Division of the Department of Revenue.</p> <p>29. Will certify and publish the minutes of the May 2010 Annual Town Meeting.</p>

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET					PROGRAM GROUP: Administration and Finance PROGRAM: Town Clerk	
PERFORMANCE / WORKLOAD INDICATORS						
	ACTUAL FY2008	ESTIMATE FY2009	ACTUAL FY2009	ESTIMATE FY2010	ESTIMATE FY2011	
Performance:						
% of Eligible Registered Voters Participating (average)	50.4%	41.0%	36.8%	17.5%	30.5%	
% Rate of Return for Census Forms	61.0%	63.0%	64.0%	65.0%	65.0%	
Average Delivery Time for Vital Records (minutes)	N/A	3.0	3.5	2.8	2.5	
Databases Computerized	85%	90%	85%	90%	90%	
Hours Election Workers Trained	16	22	24	24	24	
Workload:						
Total Elections	2	3	3	3	3	
Total Residents	56,377	57,500	52,387	53,150	53,850	
Registered Voters	33,399	34,000	32,900	33,150	33,650	
Inactive Voters	15,050	15,250	7,782	7,950	8,100	
Marriage Licenses	435	435	419	420	425	
Conservation Licenses	323	325	337	350	350	
Board of Appeals	47	50	57	55	58	
Dog Licenses	1,466	1,490	1,744	1,750	1,775	
Passports	165	170	143	140	145	
Other	4,102	4,150	3,990	4,050	4,100	

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET						PROGRAM GROUP: Administration and Finance PROGRAM: Town Clerk					
<b>PROGRAM COSTS</b>						<b>SUMMARY OF SUB-PROGRAMS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		SUB- PROGRAMS	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	525,877	400,137	506,861	106,724	26.7%	Public Records	293,863	274,923	288,132	13,209	4.8%
Services	60,426	67,270	74,173	6,903	10.3%	Elections	205,515	82,526	185,619	103,093	124.9%
Supplies	15,047	9,000	13,750	4,750	52.8%	Voter Registration	105,032	123,808	126,433	2,625	2.1%
Other	987	1,600	1,400	-200	-12.5%	TOTAL	604,410	481,257	600,183	118,926	24.7%
Capital	2,073	3,251	4,000	749	23.0%						
TOTAL	604,410	481,257	600,183	118,926	24.7%						
BENEFITS			182,288								
REVENUE	138,927	158,500	163,500	5,000	3.2%						
<b>PUBLIC RECORDS</b>						<b>ELECTIONS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	275,125	255,613	268,337	12,724	5.0%	Personnel	158,975	47,000	141,000	94,000	200.0%
Services	16,056	15,085	14,895	-190	-1.3%	Services	34,011	30,526	34,869	4,343	14.2%
Supplies	466	2,000	2,000	0	0.0%	Supplies	12,529	5,000	9,750	4,750	95.0%
Other	235	600	400	-200	-33.3%	Other	0	0	0	0	0.0%
Capital	1,980	1,626	2,500	875	53.8%	Capital	0	0	0	0	0.0%
TOTAL	293,863	274,923	288,132	13,209	4.8%	TOTAL	205,515	82,526	185,619	103,093	124.9%
<b>VOTER REGISTRATION</b>											
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10							
				\$ CHANGE	% CHANGE						
Personnel	91,776	97,524	97,524	0	0.0%						
Services	10,359	21,659	24,409	2,750	12.7%						
Supplies	2,053	2,000	2,000	0	0.0%						
Other	752	1,000	1,000	0	0.0%						
Capital	92	1,626	1,500	-126	-7.7%						
TOTAL	105,032	123,808	126,433	2,625	2.1%						

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET					PROGRAM GROUP: Administration and Finance PROGRAM: Town Clerk					
ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2010 SALARY RANGE		FY2010 BUDGET		FY2011 RECOMMENDATION	
			FY2008	FY2009	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Town Clerk	D-4	1.00	1.00	80,578	94,917	1.00	94,917	1.00	94,917
	Assistant Town Clerk	T-10	0.00	0.00	69,321	78,434	1.00	74,390	1.00	75,714
	Assistant Town Clerk	T-7	1.00	1.00	61,626	69,727	0.00	0	0.00	0
	Principal Clerk	C-7	1.00	1.00	41,147	42,947	1.00	42,947	1.00	42,947
	Senior Clerk Typist (ZBA)	C-6	1.00	1.00	40,055	41,843	1.00	41,843	1.00	41,843
	Senior Clerk Typist	C-4	1.00	1.00	36,632	38,386	1.00	38,386	1.00	38,386
	Clerk/Typist	C-4	1.00	1.00	36,632	38,386	1.00	38,386	1.00	38,386
	Subtotal		6.00	6.00			6.00	330,869	6.00	332,193
510102	Permanent Part Time Salaries									
	Registrar (3)					3,000		3,000		3,000
	Registrar, Ex Officio (1)					1,500		1,500		1,500
	Chair Board of Appeals (1) *					\$140/mtg.		0		3,550
	Members Board of Appeals (2) *					\$50/mtg.		0		7,550
	Members Board of Examiners (3) *					\$30/mtg.		0		300
	Subtotal							4,500		15,900
510201	Temporary Full Time Salaries									
	Election Workers							47,000		141,000
	Census Workers							3,500		3,500
	Subtotal							50,500		144,500
510901	Temporary Part Time Salaries									
	Town Meeting							2,500		2,500
	Subtotal							2,500		2,500
	Other									
510300	Regular Overtime							3,968		3,968
513044	Longevity Pay							4,400		4,400
514501	Town Clerk Zoning Board of Appeals (Stipend)							2,000		2,000
515501	Clothing/Uniform Allowance (In lieu of boots)							1,400		1,400
	Subtotal							11,768		11,768
* Previously funded in the Building Department's budget.										
	<b>Total</b>		<b>6.00</b>	<b>6.00</b>			<b>6.00</b>	<b>400,137</b>	<b>6.00</b>	<b>506,861</b>

<p align="center"><b>TOWN OF BROOKLINE FY2011 PROGRAM BUDGET</b></p>	<p align="center"><b>PROGRAM GROUP: Administration and Finance PROGRAM: Planning and Community Development</b></p>
<p><b><u>PROGRAM DESCRIPTION</u></b></p> <p>The Department of Planning and Community Development is responsible for managing and coordinating the Town's planning, development, zoning, subdivision, design review, housing, historic preservation, and CDBG/HOME grant programs. The Department also provides support to the Planning Board, Zoning Board of Appeals, Housing Advisory Board, Preservation Commission, and other appointed committees and task forces.</p> <p>The Department consists of the following four sub-programs:</p> <p>The <b>Planning and Administration Sub-program</b> focuses on improving the quality of life of all residents through: administration of the Zoning By-Law and design review requirements; assistance in the preparation of the Capital Improvement Program (CIP); preparation of state and federal grant applications; participation in regional planning (MAPC) and monitoring and coordination of significant developments in nearby municipalities; support of town boards, commissions, and committees; provision of technical assistance to town agencies, citizens, and groups, as well as developers, attorneys, and architects on potential development applications; preparation of Zoning By-Law amendments; preparation and implementation of the Comprehensive Plan; preparation and management of design and related improvement plans; and management of Planning Board and Zoning Board of Appeals records and development applications and decisions, including the on-going monitoring of associated conditions of approval. This subprogram is also responsible for the administration of the federally-funded Community Development Block Grant (CDBG) and HOME programs.</p> <p>The <b>Housing Sub-program</b> works to increase the supply of affordable housing in town through the administration of all housing programs, including affordable housing preservation, development, and financing.</p> <p>The <b>Economic Development Sub-program</b> focuses on the encouragement of appropriate economic growth, fostering the prosperity of businesses in the Town's commercial areas, enhancing the Town's appearance by promoting design excellence in new development, and preserving and enhancing the character of neighborhoods.</p> <p>The <b>Preservation Sub-program</b> assists the Preservation Commission with the promotion, protection, restoration, and preservation of the Town's historical and cultural assets. Major functions include the preparation and implementation of policies, programs, and plans to guide development, the conservation of open space, and the preservation of historic and cultural resources. The Division also administers the Historic Districts and Demolition By-Laws.</p>	<p><b><u>BUDGET STATEMENT</u></b></p> <p>The FY11 budget represents a \$24,229 (3.9%) increase primarily due to the restoration in hours for the Commercial Areas Coordinator (\$15,824) combined with Steps (\$7,159), Longevity (\$71), and a reduction in the CD reimbursement (\$1,175).</p> <p><b><u>FY2011 OBJECTIVES</u></b></p> <p><b><u>Planning and Administration</u></b></p> <ol style="list-style-type: none"> <li>1. To create, modify and educate stakeholders on the land use plans of the Town, such as the Comprehensive Plan.</li> <li>2. To help shape the planning and design of proposed developments and commercial signage and facades by providing guidance to developers, business owners, architects and sign makers.</li> <li>3. To facilitate the Planning Board, Board of Appeals and Preservation Commission approval processes by providing administrative and technical support, including written and oral reports and review of compliance with conditions of permits.</li> <li>4. To provide information to citizens and developers about the Zoning By-Law, Demolition Delay By-Law and the Local Historic District approval processes, regulations, and other Town requirements in a user-friendly fashion.</li> <li>5. To develop possible updates of the Zoning By-Law to address the current needs and vision of the community.</li> <li>6. To provide technical and administrative support to committees established by the Selectmen.</li> <li>7. To aid in formulating design guidelines and other technical reports to guide physical change of the Town, including the Town's Capital Improvement Program (CIP).</li> <li>8. To foster interdepartmental communication through meetings and written information on issues that cross departmental lines.</li> <li>9. To continue to publish "Update" on a regular basis.</li> <li>10. To represent the Town on regional and statewide planning issues.</li> <li>11. To administer and manage approximately \$1.64 million in CDBG funds, including implementation of the HUD-required Consolidated Plan (five year plan), subsequent One-Year Action Plan, and year-end performance and evaluation reporting (CAPER).</li> <li>12. As part of the American Recovery and Reinvestment Act (ARRA), to administer and manage approximately \$400,000 in CDBG-Recovery funds (CDBG-R), \$700,000 in Homeless Prevention and Rapid Re-Housing funds (HPRP) and \$500,000 in Energy Efficiency and Conservation Block Grant funds (EECBG).</li> <li>13. To participate in the Newton-administered HOME Consortium.</li> <li>14. To facilitate and coordinate with the Brookline-Newton-Watertown Continuum of Care to ensure that the housing and service delivery programs achieve maximum efficiency and success for the communities of Brookline, Newton, and Watertown.</li> </ol>



<p align="center"><b>TOWN OF BROOKLINE FY2011 PROGRAM BUDGET</b></p>	<p align="center"><b>PROGRAM GROUP: Administration and Finance PROGRAM: Planning and Community Development</b></p>
<p><b><u>FY2011 OBJECTIVES (con't.)</u></b></p> <p><b><u>Planning and Administration (con't.)</u></b></p> <p>15. To provide direction and recommendations to the Board of Selectmen and CDBG Advisory Committee concerning the use the CDBG entitlement grant.</p> <p>16. To counsel and provide technical assistance to individuals, organizations, and individuals concerning the requirements of formula grants from eligibility to awarding funds.</p> <p>17. To monitor federal legislation relative to formula grants.</p> <p>18. To provide guidance on regulation changes and resultant effects for the entitlement grant and the Town overall.</p> <p>19. To continue to implement changes made in the upgrade of the Integrated Disbursement Information System (IDIS) to ensure the accuracy of data required by the Department of Housing and Urban Development (HUD).</p> <p>20. To continue to work with the IT Department and other departments in implementing the new Geo-TMS permit tracking software.</p> <p><b><u>Housing</u></b></p> <p>1. To work with the Housing Advisory Board, Board of Selectmen and others to continue to implement the Town's affordable housing goals, policies, strategies, and programs; and to respond to changing statutory and regulatory requirements, market opportunities and resident needs.</p> <p>2. To work with private developers proposing projects under the Affordable Housing Requirements of the Zoning By-Law (Section 4.08) or otherwise, such as the Fisher Hill Reservoir project, to maximize appropriate affordable housing outcomes, and to market to and select qualified buyers.</p> <p>3. To work with developers making cash payments in lieu of units, and to assist the Housing Advisory Board to review requests for and administer the Housing Trust.</p> <p>4. To identify appropriate private properties for preservation, acquisition, and redevelopment as affordable and mixed-income housing, and to recruit and engage non-and-for-profit developers to create affordable and mixed-income housing. Also, to work collaboratively with such developers to secure required funding, and to provide project oversight.</p> <p>5. To assist income-eligible households with technical assistance and financial resources for home purchase.</p> <p>6. To act as an authorized Get-Out-the-Lead Agency for owners referred from the Childhood Lead Poisoning Prevention Program (CLPP) and, on a very limited basis, to assist lower-income homeowners at risk of displacement with rehab.</p>	<p><b><u>FY2011 OBJECTIVES (con't.)</u></b></p> <p><b><u>Housing (con't.)</u></b></p> <p>7. To monitor existing affordable housing occupancy of Town-assisted projects and units to assure long-term preservation of opportunities created.</p> <p>8. To monitor state and federal legislation and funding for affordable housing, as well as private opportunities; to maximize access to such funding, for example the federal homelessness displacement funding, Massachusetts Soft Second first time homebuyer funding, and various project specific grants/loans.</p> <p>9. To maintain up-to-date information and to provide information and referral to members of the public seeking affordable housing or housing-related resources.</p> <p><b><u>Economic Development</u></b></p> <p>1. To maintain regular communication between the Town and various business interest groups.</p> <p>2. To pursue and manage commercial redevelopment opportunities, especially on Route 9, near transit areas, and other areas identified as appropriate places for redevelopment.</p> <p>3. To manage programs that assist small businesses, especially those that are owned or serve low/moderate-income populations.</p> <p>4. To develop a targeted tourism program for the Town.</p> <p>5. To continue management of commercial area events such as the 1st Light Festival and Food Festival.</p> <p>6. To identify and implement specific projects in the Comprehensive Plan 2005-2015.</p> <p>7. To support opportunities to increase sustainability practices within the local business community and any redevelopment projects.</p> <p><b><u>Preservation</u></b></p> <p>1. To aid in the preservation of the historical and cultural assets of Brookline, including buildings, sites and districts of historical and architectural significance and encourage the development of appropriate uses and settings for such buildings and places by, among other things, holding an annual awards ceremony.</p> <p>2. To facilitate Preservation Commission review of applications for exterior design changes to buildings located in local historic districts within 30 days by providing administrative and technical support, including reports and PowerPoint presentations, and for demolition requests exploring alternatives to demolition if a building is declared significant.</p> <p>3. To apply for a MHC Survey &amp; Planning grant.</p> <p>4. To seek funding for the stabilization of the Brookline Reservoir Gatehouse.</p> <p>5. To expand the Historic Tourist program.</p>



<b>TOWN OF BROOKLINE FY2011 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Administration and Finance PROGRAM: Planning and Community Development</b>
<p><b><u>FY2011 OBJECTIVES (con't.)</u></b></p> <p><b><u>Preservation (con't.)</u></b></p> <p>6. To provide public education on the benefits of historic preservation and awareness of Town's cultural resources.</p> <p>7. To encourage appropriate energy efficient solutions for historic properties.</p> <p>7. To recommend appropriate properties for eligibility for the National Register of Historic Places.</p> <p>8. To complete the 2011 Preservation Awards program.</p> <p>9. To expand the digitization of Town historic photographs in the Digital Commonwealth program.</p> <p>10. To work with the Historical Society and Building Department to continue the stewardship and renovation of Town-owned historic buildings.</p> <p><b><u>ACCOMPLISHMENTS</u></b></p> <p><b><u>Planning and Administration</u></b></p> <p>1. Increased public access to Department information through development of new web site and creation of a "planning ombudsman".</p> <p>2. Investigated ways to improve public notification of zoning cases through electronic notification or additional notification methods.</p> <p>3. Instituted an initial method for providing design review of "moderate impact projects" that are smaller than major impact projects but have design and neighborhood issues to resolve.</p> <p>4. Continued implementation of the Brookline Plan 2005 – 2015 and supporting Action Plan.</p> <p>5. Continued detailed feasibility analysis and engineering design of improvements recommended in the Gateway East Public Realm Plan.</p> <p>6. Negotiated the Letter of Intent and Land Disposition Agreement for the Fisher Hill Town-owned reservoir site and provided technical and administrative support to Fisher Hill Committee.</p> <p>7. Advised the Zoning By-Law Committee and developed potential zoning changes for submission to Town Meeting.</p> <p>8. Submitted five Zoning By-Law amendments to 2009 Annual Town Meeting based on votes of the Zoning By-Law Committee.</p> <p>9. Staffed committees established by the Selectmen, such as the Sign By-Law Committee and the Parking Management Committee.</p>	<p><b><u>ACCOMPLISHMENTS (con't.)</u></b></p> <p><b><u>Planning and Administration (con't.)</u></b></p> <p>10. Provided professional and technical support to the Planning Board, Board of Appeals, and other Town boards and commissions.</p> <p>11. Worked with the Town Administrator's Office and the Planning Board on the timely preparation of the FY11-16 Capital Improvements Program within the financial guidelines established by the Selectmen.</p> <p>12. Continued efforts to improve the management and monitoring of Planning Board and Board of Appeals decisions records, including selecting a replacement vendor (GeoTMS) for the Permits Plus application.</p> <p>13. Monitored major development projects in Boston and Newton, including the Chestnut Hill Square development, and negotiated with stakeholders to protect the Town's interests as these projects move forward.</p> <p>14. Served on the Urban Ring Citizen's Advisory Committee and negotiated improvements in the proposed routing of the Urban Ring in the Cottage Farm neighborhood.</p> <p>15. Published "Update" on a bi-monthly basis.</p> <p>16. Ensured compliance of the CDBG program with the federal requirements including successful completion of the federal audit of the program.</p> <p>17. Received a grant agreement from HUD for FFY2008 (FY 2009) CDBG and HOME program funds, which allowed the Town to address identified needs and provide oversight of the programs accordingly.</p> <p>18. Prepared and received approval of the Annual One-Year Action plan as required by the HUD-mandated Consolidated Plan.</p> <p>19. Prepared and submitted the Consolidated Annual Performance and Evaluation Report (CAPER) and other mandated reports required during the fiscal year relative to the CDBG Program.</p> <p>20. Successfully provided regulatory compliance direction and enforcement of HUD regulations relative to administering the CDBG and Continuum of Care grants.</p> <p>21. Prepared successful application for McKinney-Vento Homeless funds with Newton for the Brookline-Newton-Watertown Continuum of Care.</p> <p>22. Continued to implement HUD suggestions relative to the CDBG entitlement grants and implemented changes within the management of the grant.</p> <p>23. Successfully incorporated draft HUD regulatory changes proposed for measuring performance of the CDBG entitlement grant and the Town's subsequent grantees into administration of the grant.</p> <p>24. Continued to work with the Brookline-Newton-Watertown Continuum of Care to balance the needs of homeless within the Consortium.</p> <p>25. Participated in regional and national forums on community development to better achieve long-range strategic planning and policy for entitlement grantees.</p>

<p align="center"><b>TOWN OF BROOKLINE FY2011 PROGRAM BUDGET</b></p>	<p align="center"><b>PROGRAM GROUP: Administration and Finance PROGRAM: Planning and Community Development</b></p>
<p><b><u>ACCOMPLISHMENTS (con't.)</u></b></p> <p><b><u>Planning and Administration (con't.)</u></b></p> <p>26. Received a grant agreement from HUD for FY2009 CDBG and HOME program funds that allows the Town to move forward with accomplishing identified needs; staff provided oversight of the programs accordingly.</p> <p>27. Applied for and received ARRA funding through the CDBG-R, EECBG, and HPRP programs.</p> <p>28. Explored electronic and/or paperless options for HUD-mandated reports; initiated procedures whereby CDBG applicants and sub-recipients may use electronic files rather than paper copies for program related paperwork.</p> <p><b><u>Housing</u></b></p> <p>1. Worked with the non-profit Planning Office for Urban Affairs, Inc. (POUA) to complete occupancy of 36 affordable units and construction of 23 market rate units, including a former church building, and recording of final conversation easements for several permanently protected open areas on the St. Aidan's site.</p> <p>2. Worked with various Town committees on the designation of a developer, negotiation of conditions of transfer, and regulatory review of a redevelopment program and funding approval for the Town-Owned Fisher Hill Reservoir Site, expected to yield 24 units of affordable housing.</p> <p>3. Worked with the developer of 310 Hammond Pond Parkway to market, select and qualify buyers for two affordable units permitted under Section 4.08 of the Zoning By-Law, and with the developer of 109 Sewall Avenue, to approve construction drawing for two additional units.</p> <p>4. Staffed the Housing Advisory Board as it considered new initiatives, including exploring residential development over single-story retail.</p> <p>5. Provided telephone and in-person counseling to hundreds of households seeking to rent or purchase in Brookline, or other housing-related information. Held homebuyer orientation sessions, made referrals to non-Town resources, and made loans using HOME and CDBG funds to income-eligible home buyers.</p> <p>6. Worked with Pine Street Inn, owner of a lodging housing at 1043-45 Beacon Street, to fund capital improvements to preserve their 28 units of affordable single person housing.</p> <p>7. Carried out the annual monitoring of affordable rental housing projects and condominium units assisted through Town-controlled resources (CDBG, HOME and Housing Trust) or required under Section 4.08; carried out the marketing, selection and qualification of buyers of affordable unit resales.</p> <p>8. Working with various Town departments and social service agencies, coordinated the start-up of and carried out monitoring for a three-year Homelessness Prevention and Rapid Re-Housing Program, funded under the ARRA.</p>	<p><b><u>ACCOMPLISHMENTS (con't.)</u></b></p> <p><b><u>Housing (con't.)</u></b></p> <p>9. Worked with the Town's Human Relations staff and members of the MetroWest HOME Consortium on strategies to further fair housing education in Brookline.</p> <p>10. Continued outreach to owners of rental properties and properties in transition, seeking to connect sellers to developers/operators of affordable housing.</p> <p><b><u>Economic Development</u></b></p> <p>1. Managed commercial redevelopments at 111 Boylston and 2 Brookline Place and opportunities at 10 Brookline Place and Cleveland Circle.</p> <p>2. Advocated on behalf of business groups with the Town, and vice-versa, such as the new hotel/meals tax, Parking Committee work, planning for disruption related to the Coolidge Corner streetscape project, and communication/mitigation for traffic mitigation projects.</p> <p>3. Assisted with problem solving to maintain a liveable residential environment adjacent to successful businesses, including assisting drafting and enforcement of Special Permit conditions.</p> <p>4. Implemented Comprehensive Plan 2005-2015 projects, including parking research, car-sharing zoning and the commencement of a planning study for properties in the L-0.5 zone.</p> <p>5. Assisted implementation of the Gateway East Public Realm plan with specific projects such as a kiosk near Station Street and public benefits related to development potential at Two Brookline Place and 10 Brookline Place.</p> <p>6. Secured opportunities to attract appropriate commercial development, including participation in the Urban Land Institute (ULI)'s Urban Marketplace and the ULI Technical Assistance Panel for Reservoir Station.</p> <p>7. Initiated targeted tourism initiatives, including collaboration with the National Park Service, Preservation, and the Historical Commission for co-sponsoring the Railvolution Conference session in Brookline; and the "Sleep No More" temporary use of the Old Lincoln School.</p> <p>8. Managed a commercial areas program to promote the health and vitality of local businesses, including working the annual Food Festival and 1st Light Festival.</p> <p>9. Encouraged local shopping as an integral part of Brookline's identity and quality of life, including assessing the desirability of a Local First initiative.</p> <p>10. Supported the Brookline Climate Action Committee to increase sustainability practices, including the Brookline Green Expo event and investigation of renewable energy sites.</p> <p>11. Assisted small businesses begin and thrive by managing CDBG programs for microenterprise and capital improvement programs for low/moderate-income businesses, and collaborated with the Brookline Women's Commission to continue programming that assists women entrepreneurs.</p>

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET	PROGRAM GROUP: Administration and Finance PROGRAM: Planning and Community Development																																																																																																																																															
<b><u>ACCOMPLISHMENTS (con't.)</u></b>  <b><u>Preservation</u></b> 1. Collaborated with Local Historic Districts (LHD) residents on a LHD User survey. 2. Initiated recommendations from the LHD User survey. 3. Reviewed LHD Guidelines. 4. Collaborated with the Brookline Public Library to make Town's historic digitized photographs more accessible by joining the Digital Commonwealth Project. 5. Completed MHC Survey & Planning Grant 20th century survey, the continuation of the survey of cultural resources to 1960, recommending approximately 10 properties for National Register of Historic Places listing. 6. Held the 2010 Preservation Award Ceremony. 7. Participated in public awareness and participation in energy efficiency programs, including Brookline's Green Expo and a conference with Historic New England on retrofitting historic properties. 8. Reviewed projects affecting National Register and historic properties: Larz Anderson Park, Fisher Hill Reservoir sites, Widow Harris House, Fire Stations, Brookline Reservoir Gatehouse, Devotion House, Putterham School, Brookline Arts Center, Carlton Street Footbridge, Emerald Necklace, Amory Playground, Boylston Street milestone, Beacon Street, historic metal street signs, St. Aidan's, Temple Ohabei Shalom, Hancock Village, Shannon House, 241 Kent Street, Coolidge Corner Theatre, Longyear Mansion, Brandegee Estate, Pine Street Inn building at 1043-1045 Beacon Street, the H.H. Richardson House, and the Brookline Bank building on Boylston Street. 9. Provided technical assistance to Town departments, residents and the public, including the Brookline Arts Center, Hidden Brookline, National Park Service, the Kennedy Birthplace, Frederick Law Olmsted National Site, Metropolitan Waterworks Museum, City of Denver, and Walk Boston.	<b>PERFORMANCE / WORKLOAD INDICATORS</b> <table><tr><th></th><th>ACTUAL FY2008</th><th>ESTIMATE FY2009</th><th>ACTUAL FY2009</th><th>ESTIMATE FY2010</th><th>ESTIMATE FY2011</th></tr><tr><td colspan="6"><u>Performance:</u></td></tr><tr><td>CDBG Value (millions)</td><td>\$1.67</td><td>\$1.66</td><td>\$1.60</td><td>\$1.60</td><td>\$1.63</td></tr><tr><td>CDBG Programs</td><td>26</td><td>23</td><td>24</td><td>23</td><td>20</td></tr><tr><td colspan="6">ARRA Funds</td></tr><tr><td>(CDBG-R, EECBG, HPR</td><td>\$0</td><td>\$0</td><td>\$0</td><td>\$0.80</td><td>\$0.80</td></tr><tr><td colspan="6">New Housing Program Income (in millions)</td></tr><tr><td>HOME Funds</td><td>\$0.5</td><td>\$0.4</td><td>\$0.5</td><td>\$0.4</td><td>\$0.5</td></tr><tr><td>Housing Trust</td><td>\$0.4</td><td>\$0.2</td><td>\$0.6</td><td>\$0.3</td><td>\$0.1</td></tr><tr><td>CDBG (included in above</td><td>\$0.4</td><td>\$0.4</td><td>\$0.4</td><td>\$0.4</td><td>\$0.4</td></tr><tr><td>Homelessness Prevention (HPRP)</td><td>\$0.0</td><td>\$0.0</td><td>\$0.0</td><td>\$0.3</td><td>\$0.4</td></tr><tr><td colspan="6">Developer/Owner/Homebuyer Assistance Provided (in millions)</td></tr><tr><td colspan="6">for new or newly affordable units</td></tr><tr><td>HOME Funds</td><td>\$2.5</td><td>\$1.4</td><td>\$0.4</td><td>\$0.4</td><td>\$0.3</td></tr><tr><td>Housing Trust</td><td>\$0.4</td><td>\$2.0</td><td>\$0.0</td><td>\$1.0</td><td>\$0.5</td></tr><tr><td>CDBG</td><td>\$0.8</td><td>\$0.4</td><td>\$0.2</td><td>\$0.4</td><td>\$0.3</td></tr><tr><td colspan="6">New and/or Newly Affordable Units</td></tr><tr><td>HOME/Housing Trust/CDE</td><td>10</td><td>48</td><td>6</td><td>16</td><td>4</td></tr><tr><td>Inclusionary zoning</td><td>12</td><td>7</td><td>9</td><td>7</td><td>4</td></tr><tr><td colspan="6">% of Demolition Applications Processed</td></tr><tr><td>Within 30 Days</td><td>100%</td><td>100%</td><td>100%</td><td>100%</td><td>100%</td></tr><tr><td colspan="6">% of Local Historic Dist. Appl. Processed w/in 30 Days</td></tr><tr><td></td><td>100%</td><td>100%</td><td>100%</td><td>100%</td><td>100%</td></tr></table>							ACTUAL FY2008	ESTIMATE FY2009	ACTUAL FY2009	ESTIMATE FY2010	ESTIMATE FY2011	<u>Performance:</u>						CDBG Value (millions)	\$1.67	\$1.66	\$1.60	\$1.60	\$1.63	CDBG Programs	26	23	24	23	20	ARRA Funds						(CDBG-R, EECBG, HPR	\$0	\$0	\$0	\$0.80	\$0.80	New Housing Program Income (in millions)						HOME Funds	\$0.5	\$0.4	\$0.5	\$0.4	\$0.5	Housing Trust	\$0.4	\$0.2	\$0.6	\$0.3	\$0.1	CDBG (included in above	\$0.4	\$0.4	\$0.4	\$0.4	\$0.4	Homelessness Prevention (HPRP)	\$0.0	\$0.0	\$0.0	\$0.3	\$0.4	Developer/Owner/Homebuyer Assistance Provided (in millions)						for new or newly affordable units						HOME Funds	\$2.5	\$1.4	\$0.4	\$0.4	\$0.3	Housing Trust	\$0.4	\$2.0	\$0.0	\$1.0	\$0.5	CDBG	\$0.8	\$0.4	\$0.2	\$0.4	\$0.3	New and/or Newly Affordable Units						HOME/Housing Trust/CDE	10	48	6	16	4	Inclusionary zoning	12	7	9	7	4	% of Demolition Applications Processed						Within 30 Days	100%	100%	100%	100%	100%	% of Local Historic Dist. Appl. Processed w/in 30 Days							100%	100%	100%	100%	100%
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TOWN OF BROOKLINE FY2011 PROGRAM BUDGET						PROGRAM GROUP: Administration and Finance PROGRAM: Planning and Community Development	
PERFORMANCE / WORKLOAD INDICATORS (con't.)							
	ACTUAL FY2008	ESTIMATE FY2009	ACTUAL FY2009	ESTIMATE FY2010	ESTIMATE FY2011		
<u>Workload:</u>							
Zoning Caseload	158	150	144	155	155		
Board of Appeals	90	80	89	85	85		
Signs, Facades, Antennas	68	70	55	70	70		
Demolition Permits	38	32	31	20	21		
Historic District Cases	82	75	109	100	105		
Technical/Hist. Inquiries	2,545	2,475	2,510	2,650	2,700		
EDAB-Sponsored Projects Tax Yield:*							
Goddard House Assisted Living	\$122,705	\$128,912	\$128,912	\$139,498	\$142,985		
Kendall Crescent	\$184,313	\$200,425	\$200,425	\$225,224	\$230,855		
1010 Commonwealth Ave.	\$173,302	\$179,901	\$179,901	\$186,647	\$191,313		
Webster Street Marriott Hotel **	\$712,615	\$774,291	\$774,291	\$732,195	\$750,500		
TOTAL	\$1,192,935	\$1,283,529	\$1,283,529	\$1,283,564	\$1,315,653		
*FY11 figures assume a 2.5% growth in the tax bill.							
** Does not include approximately \$350,000 from additional state hotel excise tax.							

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET						PROGRAM GROUP: Administration and Finance PROGRAM: Planning and Community Development					
<b>PROGRAM COSTS</b>						<b>SUMMARY OF SUB-PROGRAMS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		SUB- PROGRAMS	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	548,458	590,167	614,396	24,229	4.1%	Planning	303,606	313,593	318,087	4,494	1.4%
Services	22,281	16,817	16,817	0	0.0%	Housing	95,632	119,097	121,992	2,896	2.4%
Supplies	12,959	9,432	9,432	0	0.0%	Economic Development	148,146	150,235	167,580	17,344	11.5%
Other	2,583	4,513	4,513	0	0.0%	Preservation	45,772	45,530	45,025	-505	-1.1%
Capital	6,875	7,525	7,525	0	0.0%	TOTAL EXPENSES	593,156	628,454	652,683	24,229	3.9%
TOTAL	593,156	628,454	652,683	24,229	3.9%						
BENEFITS			446,990								
REVENUE	7,365	5,000	5,000	0	0.0%						
<b>PLANNING &amp; ADMINISTRATION</b>						<b>HOUSING</b>					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	284,059	292,125	296,619	4,494	1.5%	Personnel	91,944	113,743	116,639	2,896	2.5%
Services	8,821	6,709	6,709	0	0.0%	Services	252	1,257	1,257	0	0.0%
Supplies	4,500	7,132	7,132	0	0.0%	Supplies	2,119	1,790	1,790	0	0.0%
Other	2,151	3,713	3,713	0	0.0%	Other	0	350	350	0	0.0%
Capital	4,074	3,913	3,913	0	0.0%	Capital	1,316	1,957	1,957	0	0.0%
TOTAL	303,606	313,593	318,087	4,494	1.43%	TOTAL	95,632	119,097	121,992	2,896	2.4%
<b>PRESERVATION</b>						<b>ECONOMIC DEVELOPMENT</b>					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	44,495	43,917	43,412	-505	-1.1%	Personnel	127,960	140,382	157,727	17,344	12.4%
Services	442	543	543	0	0.0%	Services	12,766	8,308	8,308	0	0.0%
Supplies	0	0	0	0	0.0%	Supplies	6,340	510	510	0	0.0%
Other	130	200	200	0	0.0%	Other	302	250	250	0	0.0%
Capital	705	870	870	0	0.0%	Capital	779	785	785	0	0.0%
TOTAL	45,772	45,530	45,025	-505	-1.1%	TOTAL	148,146	150,235	167,580	17,344	11.5%

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET					PROGRAM GROUP: Administration and Finance PROGRAM: Planning and Community Development					
ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2010 SALARY RANGE		FY2010 BUDGET		FY2011 RECOMMENDATION	
			FY2008	FY2009	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Planning & Community Devel. Dir.	D-7	1.00	1.00	102,445	120,675	1.00	112,018	1.00	113,698
	Economic Development Officer	T-13	1.00	1.00	81,005	91,653	1.00	85,408	1.00	86,928
	Assistant Director-Community Planning	T-11	1.00	1.00	72,094	81,571	1.00	80,145	1.00	81,571
	Assistant Director-Regulatory Planning	T-11	1.00	1.00	72,094	81,571	1.00	81,571	1.00	81,571
	Commercial Areas Coordinator <sup>1</sup>		1.00	1.00			1.00	70,173	1.00	70,173
	Zoning Administrator	T-10	1.00	1.00	69,321	78,434	0.00	0	0.00	0
	Housing Development Manager	T-9	1.00	1.00	66,655	75,417	1.00	75,417	1.00	75,417
	CD Administrator	T-8	1.00	1.00	64,091	72,516	1.00	72,516	1.00	72,516
	Preservation Planner	T-6	1.00	1.00	57,061	64,562	1.00	58,077	1.00	58,077
	Housing Project Planner	GN-11	1.80	1.80	60,870	63,933	1.80	115,079	1.80	115,079
	Senior Planner	GN-13	0.00	1.00	65,360	68,649	1.00	66,439	1.00	67,535
	Planner	GN-10	2.00	1.00	55,844	58,654	1.00	56,765	1.00	57,702
	Administrative Head Clerk	C-10	1.00	1.00	48,430	50,493	1.00	49,993	1.00	50,493
	CD Secretary	C-4	1.00	1.00	36,632	38,386	1.00	38,386	1.00	38,386
	Subtotal		14.80	14.80			13.80	961,989	13.80	969,148
	CD Admin Reimbursement							(180,433)		(181,770)
	CD Programs Reimbursement							(213,092)		(196,200)
	Net Subtotal		14.80	14.80			13.80	568,464	13.80	591,178
510102	Permanent Part Time Salaries									
	Preservation Planner	T-6	0.53	0.53	57,061	64,562	0.53	34,218	0.53	34,218
	CD Intern		0.51	0.51			0.40	10,400	0.40	8,840
	CD Fiscal Assistant	C-10	0.00	0.00	48,430	50,493	0.00	0	0.50	0
	CD Fiscal Assistant	C-9	0.50	0.50	44,212	46,040	0.50	23,020	0.00	0
	Subtotal							67,638		67,273
	CD Admin Reimbursement							(55,312)		(53,053)
	CD Programs Reimbursement							0		0
	Net Subtotal		1.54	1.54			1.43	12,326	1.43	14,220
	Other									
510300	Regular Overtime							5,592		5,592
513044	Longevity Pay							7,213		7,284
515501	Clothing/Uniform Allowance (In Lieu of Boots)							1,400		1,400
	CD Admin Reimbursement							(2,777)		(3,227)
	CD Programs Reimbursement							(2,050)		(2,050)
	Subtotal							9,378		8,999
<sup>1</sup> In FY10, 77% of the position was funded in the General Fund and 23% funded in the CDBG budget. In FY11, 100% is funded in the General Fund.										
	<b>Total</b>		<b>16.34</b>	<b>16.34</b>			<b>15.23</b>	<b>590,168</b>	<b>15.23</b>	<b>614,396</b>





<p align="center"><b>TOWN OF BROOKLINE FY2011 PROGRAM BUDGET</b></p>	<p align="center"><b>PROGRAM GROUP: Public Safety PROGRAM: Police</b></p>
<p><b><u>PROGRAM DESCRIPTION</u></b></p> <p><u>The Police Mission:</u> To work in partnership with the citizens to ensure that all people enjoy a high quality of life without fear of crime. To work together to solve problems and provide the most responsive and highest quality police service. To proactively prevent crime, maintain order, and apprehend offenders in a manner consistent with the law.</p> <p><u>Our Values:</u> The Department subscribes to a set of governing values that state its beliefs as a police organization. They are as follows:</p> <ol style="list-style-type: none"> <li>1. The most important asset of a Police Organization is its personnel.</li> <li>2. Excellence for the members of the Brookline Police Department is based upon fairness, integrity, hard work, and professionalism in the performance of their duties.</li> <li>3. Commitment to providing the highest quality of professional law enforcement with the goal of enhancing the quality of life within the community.</li> <li>4. Build partnerships with citizens in order to ensure personal safety, protect individual rights, protect property, and promote individual responsibility and community commitment.</li> <li>5. Secure and maintain public respect in order to fulfill the Department's duties by acknowledging that the quality of life in the community is affected by not only the absence of fear of crime, but also by the absence of crime itself.</li> </ol> <p><u>The Department consists of the following seven subprograms:</u></p> <ol style="list-style-type: none"> <li>1. <b>The Administration and Support Division</b> provides overall control of the functions of the Department. It maintains records, provides communication and technology equipment and trains personnel in its uses, and distributes weapons and supplies. It also includes the Public Safety Business Office, a group responsible for all financial and budgetary matters for both the Police Department and the Fire Department.</li> <li>2. <b>The Patrol Division</b> continuously patrols all sectors of town looking for criminal activity and serves as a deterrent by its presence. The Patrol function is vital and, for that reason, the Chief has directed that there be a minimum staffing policy maintained daily: during the day 17 officers are on duty; during the evening there are 14 officers; and during the late night and early morning shifts there are 13 officers.</li> <li>3. The <b>Criminal Investigation Unit</b> is responsible for the investigation of all violent crimes, including murder, rape, armed robbery, assault, and narcotic violations, and maintains the safety of all evidence.</li> </ol>	<p><b><u>PROGRAM DESCRIPTION (con't.)</u></b></p> <ol style="list-style-type: none"> <li>4. The <b>Community Relations Division</b> is charged with facilitating a spirit of cooperation between the public and the Department that helps to enhance the quality of life for all citizens.</li> <li>5. The <b>Traffic and Parking Division</b> is responsible for enforcing all laws and regulations relating to traffic within the Town.</li> <li>6. The <b>Public Safety Dispatch Division</b> is responsible for handling all police, fire, and ambulance calls, including E-911.</li> <li>7. One patrol officer functions as the Town's <b>Animal Control</b> officer. The Animal Control officer normally works five days a week. All Brookline Police Officers are responsible for enforcing the Town's animal control laws, and will continue to do so when the Animal Control officer is off duty. The Animal Control officer has specialized training on animal-related issues, including potential rabies exposures.</li> </ol> <p><b><u>BUDGET STATEMENT</u></b></p> <p>The FY11 budget reflects an increase of \$298,469 (2.1%). Personnel increases \$160,539 (1.3%) and includes the addition of two full-time Parking Control Officers (\$80,778), Steps (\$53,022), an increase in the estimate for Quinn Payments (\$23,711), Longevity (\$9,165), and other contractual obligations (\$37,520). These increases are offset by the elimination of the Senior Clerk Typist (\$38,386) due to the technology enhancements deployed in the Traffic Division.</p> <p>Services increase \$8,050 (2.4%) primarily due to an increase in Printing Services (\$16,000), which is offset by decreases in Data Processing Equipment Repair and Maintenance (\$5,050), Communications Equipment Repair and Maintenance (\$1,500), and Postage (\$1,400). The \$14,043 (6.3%) decrease in Supplies reflects decreases in Uniforms and Protective Clothing (\$12,943) and Office Supplies (\$2,100), offset by an increase in Food for Prisoners (\$1,000).</p> <p>The \$6,500 increase in Other (12.3%) is due to an increase in Education/Training/Conferences (\$9,000), offset by a decrease in In-State Travel (\$2,500). The increase in Utilities (\$41,343, 12.7%) is primarily due to higher prices for Gasoline (\$38,189) and Diesel (\$64) and an increase in Electricity (\$3,670), offset by a slight decrease in Natural Gas (\$580).</p> <p>The \$90,808 (25.1%) increase in Capital reflects two additional police cruisers and funds existing desktop computers and in-car laptops along with the equipment detailed in the Capital Outlay Summary (see Section II).</p>



<b>TOWN OF BROOKLINE FY2011 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Public Safety PROGRAM: Police</b>
<p><b><u>FY2011 OBJECTIVES</u></b></p> <p><b><u>Administration</u></b></p> <ol style="list-style-type: none"> <li>1. To constantly adjust crime control strategies to provide the highest level of public safety to our community.</li> <li>2. To upgrade police radio equipment throughout the Town to comply with "narrow banding" mandates.</li> <li>3. To hire highly qualified staff, both sworn and civilian, who will work to provide high quality public safety services to the residents.</li> <li>4. Having already achieved Police Department Certification status, to move the Department toward full state-wide law enforcement accreditation.</li> <li>5. To take full advantage of grant funding opportunities in order to supplement the Department's budget.</li> </ol> <p><b><u>Patrol</u></b></p> <ol style="list-style-type: none"> <li>1. To continue to integrate uniform patrol measures with non-conventional approaches to solving community problems, including expanding the use of foot and bike patrol to assigned sector units.</li> <li>2. To expand the use of flexible patrol assignments to have the ability to manage specific problems with a variety of tactics.</li> <li>3. To better integrate Dispatch and Uniformed personnel by having regular assignments in which each group would have scheduled assignments together. This would reinforce a close working relationship, along with gaining a better understanding of each others' tasks.</li> <li>4. To continue collaborative work products with other divisions, utilizing each others capabilities. This may include assigning Patrol units in the Detective Division for temporary assignments and allowing Patrol units to conduct more thorough preliminary investigations before forwarding cases to the Detective Division for further follow-up investigation.</li> <li>5. To continue to expand the use of technology afforded to the Patrol Division. Also, to emphasize having officers communicate issues they may have with equipment and addressing the issue through training.</li> </ol> <p><b><u>Criminal Investigations</u></b></p> <ol style="list-style-type: none"> <li>1. To maintain order and public safety through aggressive follow-up investigations and the utilization of intelligence to further investigations.</li> <li>2. To respond to crimes in progress and supplement the uniformed branch in on-scene action.</li> <li>3. To maintain crime scene processing to identify suspects and to continue to interview victims and witnesses to obtain the most complete information available for precise reporting and court preparation.</li> <li>4. To increase efforts on addressing newly emerging drug trends and violent offenders who may affect the quality of life within town.</li> </ol>	<p><b><u>FY2011 OBJECTIVES (con't.)</u></b></p> <p><b><u>Criminal Investigations (con't.)</u></b></p> <ol style="list-style-type: none"> <li>5. To continue to work with other police agencies to develop partnerships, detective development, and exchange of information.</li> <li>6. To determine whether previously implemented innovative ways to protect domestic violence victims from further violence are successful and continue collaborative efforts to keep domestic violence awareness alive.</li> <li>7. To evaluate the effectiveness and value of the high-risk indicators in assisting court personnel in making an informed decision on bail of domestic violence perpetrators.</li> <li>8. To use follow-up investigations to determine the effectiveness of the arrest policy by contacting and interviewing the victims, and expand our efforts against domestic violence within the community through awareness and prevention programs with groups such as the Jennifer Lynch Fund and the Domestic Violence Roundtable.</li> <li>9. To develop tactics and strategies through collaborative programs with the Brookline High School Health curriculum and the Brookline Health Department programs to deal effectively with the decriminalization of the marijuana laws.</li> <li>10. To have a positive impact on juvenile offenders through collaborative efforts with school counselors and Brookline Health Department social workers in developing treatment and counseling programs in lieu of court/arrest.</li> <li>11. To expand the use of the offender interviews and gather intelligence in order to improve the crime clearance rate. Also, to have detectives assist officers in the operation of the interview room, assist officers in developing and practicing this skill, and impart interrogation and interview techniques to them, while following all Constitutional guidelines.</li> <li>12. To increase the use of presumptive field drug testing and initiate a policy and process to have the Department evidence officer and other certified testers conduct tests on samples submitted to the evidence officer prior to submission to State Drug Lab. This will strengthen the evidentiary value of drug case prosecution in light of the recent court ruling in Mendez v. Diaz on the issue of acceptance by the court of drug certifications submitted to the trial court.</li> </ol> <p><b><u>Traffic and Parking</u></b></p> <ol style="list-style-type: none"> <li>1. To implement a department-wide traffic management system on the Public Safety network, allowing the Department to effectively manage all aspects of traffic control.</li> <li>2. To improve pedestrian safety.</li> <li>3. To work closely with the bike community and merchant associations to better manage the complex transportation system.</li> <li>4. To increase reliance on data driven information including Road Trax, Speedboard, and Lidar systems.</li> <li>5. To manage traffic flow via real time video feed in order to make a positive impact on Brookline traffic.</li> </ol>

<b>TOWN OF BROOKLINE FY2011 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Public Safety PROGRAM: Police</b>
<p><b><u>FY2011 OBJECTIVES (con't.)</u></b></p> <p><b><u>Traffic and Parking (con't.)</u></b></p> <ol style="list-style-type: none"> <li>6. To increase the use of new technology for managing parking enforcement.</li> <li>7. To implement a comprehensive carriage (taxi) enforcement program under the purview of a Police Hackney officer.</li> <li>8. To maintain a transparent report review and records management system that meets the needs of the community while keeping in mind the privacy needs of victims.</li> </ol> <p><b><u>Community Relations</u></b></p> <ol style="list-style-type: none"> <li>1. To continue the Rape Aggression Defense Program by incorporating a new seven session program that takes an advanced approach to self defense.</li> <li>2. To continue and improve presence in the schools.</li> <li>3. To increase the effectiveness of the Walk and Talk unit by having them interact and attend more meetings with neighboring communities such as Boston.</li> <li>4. To continue the online training portion of the annual in-service program.</li> </ol> <p><b><u>Public Safety Dispatch</u></b></p> <ol style="list-style-type: none"> <li>1. To apply for funding under the State's E911 Grant Funding Program for personnel, equipment, and training.</li> <li>2. To reduce overtime costs through the reduction of the use of sick leave and adjust scheduling to account for fluctuations in staffing levels.</li> <li>3. To ensure Dispatchers receive the most up-to-date training in all facets of work.</li> <li>4. To continue to provide for the management of the Greater Boston Police Council's radio system.</li> <li>5. To develop a Brookline-specific hiring list of pre-screened public safety dispatcher candidates.</li> </ol> <p><b><u>Emergency Management</u></b></p> <ol style="list-style-type: none"> <li>1. To continue Emergency Management education for residents with the "Emergency Management Begins at Home" program and holding a Citizen Emergency Response Team (CERT) class.</li> <li>2. To finalize and implement an evacuation plan and to post visual display signs and disseminate public information regarding the plan.</li> <li>3. To prepare and implement evacuation and lockdown drills for all Town education institutions. Also, to learn and correct unanticipated errors to implement on next drill.</li> <li>4. To develop standard operating procedure (SOPs) for the Emergency Operating Center (EOC).</li> <li>5. To continue to work with Massachusetts Emergency Management Agency (MEMA) as they develop a resource management data system.</li> </ol>	<p><b><u>FY2011 OBJECTIVES (con't.)</u></b></p> <p><b><u>Animal Control</u></b></p> <ol style="list-style-type: none"> <li>1. To continue to work with the Park and Recreation Department on the "Green Dog" program and to continue to work to address all problems and complaints.</li> <li>2. To insure that all of dog owners resident and non-resident are in compliance with the licensing requirements of the Town and of the Commonwealth.</li> <li>3. To assist the Health Department with the Annual Rabies Clinic and help promote it by distribution of pamphlets through town and surrounding communities.</li> <li>4. To ascertain the best way to deal with wild animals, especially turkeys.</li> <li>5. To work with the MSPCA and animal hospitals in town on a contract for storage and service to animals taken under the Animal Control Officer and the Police Department.</li> <li>6. To receive training in ways to best handle the variety of animal-related problems.</li> </ol> <p><b><u>ACCOMPLISHMENTS</u></b></p> <p><b><u>Administration</u></b></p> <ol style="list-style-type: none"> <li>1. Through various crime control strategies and prevention efforts, experienced a reduction in six Part A crime categories; the seventh remained the same when compared to 2008.</li> <li>2. Hired and trained four police officers to add to the patrol Division.</li> <li>3. Implemented a new on-line parking ticket payment system, a new Police Department website, and an in-house computer file program that will allow for the storing of various forms of information in one location that pertains to a specific case.</li> <li>4. Completed the public process involving the citizen complaint policy and implemented the new policy. All officers were trained in its procedures.</li> <li>5. Provided the public with access to information about criminal events and crime prevention tips through the Department's Blog and an address-driven website titled "crimereports.com".</li> <li>6. Increased the sharing of criminal information among officers in order to display resources in a manner so as to improve public safety.</li> <li>7. In the process of hiring civilian personnel to perform parking meter collection function in place of sworn officers. Re-deployed these officers to patrol duties.</li> <li>8. Re-designed the hiring process for dispatchers to include a testing component that measures multi-tasking abilities, critical thinking and accurate decision making.</li> </ol>

<b>TOWN OF BROOKLINE FY2011 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Public Safety PROGRAM: Police</b>
<p><b><u>ACCOMPLISHMENTS (con't.)</u></b></p> <p><b><u>Patrol</u></b></p> <ol style="list-style-type: none"> <li>1. Established directed patrol activity in the sectors to address on-going crime problems such as vehicle break-ins, resulting in the prosecution of offenders and a decrease in these crimes.</li> <li>2. Implemented tactical patrol strategies, including assigning officers in unmarked vehicles, foot and bike patrols, to address crime hot spots.</li> <li>3. Working with other divisions, utilized the Town's camera system in identifying suspects and their vehicles at or near the scene of crimes.</li> <li>4. Addressed a multitude of neighborhood disturbance complaints in a proactive manner. Collaborated with the Community Service Division to include neighbors and local colleges in the problem solving process.</li> <li>5. Wireless capabilities continue to improve as 'dead spots' and other issues with the new technology are continuously addressed and improved.</li> </ol> <p><b><u>Criminal Investigations</u></b></p> <ol style="list-style-type: none"> <li>1. Formalized and implemented the Juvenile Clerk's hearing process for curfew and diversionary program tracking and follow-up, allowing for a coordinated effort between Brookline Municipal Court, Brookline Court Probation Office, Brookline High School and the Police Detective Division. Provided consistent service for those youth requiring on-going monitoring.</li> <li>2. Had the Department's two fingerprint examiners take the national collaborative fingerprint proficiency exam, which they passed.</li> <li>3. Established an area-wide working group for confirmation of latent prints, resulting in the ability to augment the work of the Massachusetts State Police in providing a secondary confirmation of a latent print identification.</li> <li>4. Dignitary Protection Training was received by one Detective through the U.S. Secret Service in Washington, D.C.</li> <li>5. Conducted a self-assessment and audit procedures in order to improve the workflow of the property and evidence section through training and adherence to national standards for accreditation.</li> <li>6. Continued to evolve the culture of intelligence-led policing through the use of on-going crime data, operational intelligence, and G.I.S. mapping.</li> <li>7. Streamlined the process for the storage and classification of fingerprints and palm prints through the use of an acquired high resolution printer that is compatible with the SPEX automated fingerprint identification system.</li> <li>8. Updated superglue fuming capabilities by purchasing a fully-automated fuming chamber that monitors and controls humidity levels, cycle time and has a purge cycle that evacuates harmful fumes into high capacity carbon filters.</li> </ol>	<p><b><u>ACCOMPLISHMENTS (con't.)</u></b></p> <p><b><u>Traffic and Parking</u></b></p> <ol style="list-style-type: none"> <li>1. Successfully implemented a school bus safety program by forming a partnership with the School Department.</li> <li>2. Utilized traffic management technology to identify areas where speeding is an issue and utilized speed boards.</li> <li>3. Initiated a comprehensive parking enforcement program and designed a parking grid to divert enforcement efforts. Parking control officers were deployed into neighborhoods long overwhelmed by parking violators.</li> <li>4. Deployed computerized technology to the Parking Control Officers that allow for the real-time issuance and uploading of parking tickets into the parking violation database.</li> <li>5. Continued the following specialized enforcement programs: "Don't Block the Box", "School Area Focused Enforcement (SAFE) program", and "Hot Spot Enforcement".</li> <li>6. Continued strict control over the hackney carriage (taxi) business in Brookline.</li> </ol> <p><b><u>Community Relations</u></b></p> <ol style="list-style-type: none"> <li>1. Provided a training program that included training bulletins and legal updates outside the main training courses on a regular basis for department personnel.</li> <li>2. Enhanced in-service training curriculum by introducing on-line training courses.</li> <li>3. Helped foster positive relationships with children by interacting with them in different venues. For example, officers were assigned as coaches of athletic teams and basketball referees at tournaments of town youth team competitions.</li> <li>4. Worked closely with the Health Curriculum Coordinator to build a program (AWARE) that is community and grade level specific to the students of Brookline in grades 6 thru 8.</li> <li>5. Expanded the role of community service officers in the investigation of loud party complaints.</li> <li>6. The RAD program reached over sixty residents this year.</li> </ol> <p><b><u>Public Safety Dispatch</u></b></p> <ol style="list-style-type: none"> <li>1. Obtained grant funding from the State in the amount of \$124,458, which offset personnel costs and upgraded equipment in the Dispatch Center.</li> <li>2. Obtained a grant in the amount of \$22,105 to train dispatchers.</li> <li>3. Purchased and installed new computers and updated wiring in the Dispatch Center. Also, purchased a Vision 21 fire alarm monitor system that will support the fire alarms throughout the Town.</li> <li>4. Expanded in-service training program for all dispatchers to include both in-house.</li> </ol>

<b>TOWN OF BROOKLINE FY2011 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Public Safety PROGRAM: Police</b>
<p><b><u>ACCOMPLISHMENTS (con't.)</u></b></p> <p><b><u>Emergency Management</u></b></p> <ol style="list-style-type: none"> <li>1. Held numerous emergency preparedness community meetings throughout town on a monthly basis.</li> <li>2. Expanded volunteer participation in citizen assistance emergency groups such as CERT and Medical Corps. Also, enhanced the training opportunities and refresher training for these emergency response volunteers.</li> <li>3. Enhanced and expanded emergency preparedness capabilities in public schools. Also, assisted all public and some private schools with practicing the execution of these plans throughout the school year.</li> <li>4. Continued to work closely with partners from the Urban Area Security Initiative's (UASI) Metro-Boston Homeland Security Region and the Massachusetts Emergency Management Agency (MEMA) on numerous initiatives, such as: <ol style="list-style-type: none"> <li>a. Intelligence and Information Sharing</li> <li>b. Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) Tactical Rescue Team</li> <li>c. Regional Training and Exercises</li> <li>d. Critical Infrastructure Protection</li> <li>e. Regional Evacuation and Mass Care Sheltering</li> </ol> </li> <li>5. In collaboration with other Town departments, conducted numerous EOC operations during weather storms.</li> <li>6. Fulfilled all requirements to be designated a "Storm Ready" community by the National Weather Service.</li> </ol> <p><b><u>Animal Control</u></b></p> <ol style="list-style-type: none"> <li>1. Increased awareness of animal control laws throughout town by providing consistent enforcement.</li> <li>2. Continued to work with other Town agencies on park dog licensing.</li> <li>3. Established a presence in all parks throughout town</li> <li>4. Worked with the Health Department on the annual Rabies Clinic.</li> <li>5. Continued to provide outreach to residents on the best ways to deal with wild animals (turkeys, etc.).</li> </ol>	

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET						PROGRAM GROUP: Public Safety PROGRAM: Police					
PERFORMANCE / WORKLOAD INDICATORS						PERFORMANCE / WORKLOAD INDICATORS (con't.)					
	ACTUAL FY2008	ESTIMATE FY2009	ACTUAL FY2009	ESTIMATE FY2010	ESTIMATE FY2011		ACTUAL FY2008	ESTIMATE FY2009	ACTUAL FY2009	ESTIMATE FY2010	ESTIMATE FY2011
<b>Department Activities:</b>						<b>Community Programs:</b>					
Total Part A Crimes	1,130	1,200	1,087	1,100	1,100	Neighborhood Meetings	52	50	50	52	52
Robbery	31	40	26	30	30	Students in AWARE	482	520	1,500	1,500	1,500
Breaking and Entering	165	200	165	175	175	Citizen Police Academy					
Rapes	8	5	4	5	5	Graduates	38	40	50	40	40
Motor Vehicle Theft	25	30	26	30	30	Women Participating in RAD					
Larceny	733	785	664	725	725	Classes	76	100	79	100	100
Assaults	168	150	202	175	175	Child Seats Inspected	800	800	800	800	800
Assault and Battery on						Citizens trained for CERT					
a Police Officer	8	10	12	10	10	(Community Emergency					
Missing Persons Reported	128	85	121	85	85	Response Team)	96	92	77	92	80
Arrests	637	700	611	700	700						
Warrants Cleared through						Fingerprints Taken for					
Arrest	227	250	132	200	200	Community Members	481	485	452	485	485
Summonses Served	385	400	402	400	400						
Field Interrogations	1,053	1,250	1,037	1,250	1,250	<b>Traffic:</b>					
Domestic Violence						Taxi Vehicles Inspections	370	350	370	350	350
Victims Served	165	150	110	125	125	Hackney Licenses Issued	406	400	423	400	400
Pieces of Evidence Collected	440	600	372	600	600	Collections from Out-of-State					
Crimes Solved through						Parking Violators	\$33,720	\$35,000	\$102,720	\$80,000	\$90,000
Fingerprint IDs	21	25	24	25	25	Moving Violations	16,217	16,500	14,854	16,500	16,500
Rooming Houses Inspected	32	35	35	33	33	Parking Ticket Hearings	8,681	8,000	8,293	8,000	8,000
Liquor Establishments											
Inspected	50	50	180	175	175	<b>Grants Awarded:</b>					
Animal Complaints	222	222	511	500	500	Police	\$176,081	\$175,000	\$220,921	\$175,000	\$175,000
Humans Bitten/Scratched						Urban Areas Security					
by Dogs	14	14	4	14	14	Initiatives (Funding for Multiple					
<b>Firearms Licensing:</b>						Town Agencies)	\$65,784	\$50,000	\$0	\$33,277	\$40,000
Licenses to Carry											
Firearms Issued	28	30	21	30	30	<b>Dispatch:</b>					
Firearms Identification						Police-related Calls	65,671	65,000	66,817	65,000	65,000
Cards (FID)	27	30	17	25	25	Fire-related Calls	10,157	9,000	7,485	9,000	9,000
FID Cards Restricted to						Medical Calls	3,898	3,700	4,105	4,000	4,000
Chemical Propellants	22	25	20	25	25	E-911 Calls	19,053	19,500	18,291	19,000	19,000
Gun Safety Class											
Participants	21	35	18	20	20						

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET						PROGRAM GROUP: Public Safety PROGRAM: Police					
PROGRAM COSTS						SUMMARY OF SUB-PROGRAMS					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		SUB- PROGRAMS	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	13,188,097	13,099,444	13,265,255	165,811	1.3%	Administration	2,062,392	1,780,247	1,711,453	-68,794	-3.9%
Services	393,767	334,845	342,895	8,050	2.4%	Patrol	6,777,474	7,196,605	7,353,244	156,639	2.2%
Supplies	192,599	224,103	210,060	-14,043	-6.3%	Investigations	2,006,655	1,944,291	1,957,265	12,974	0.7%
Other	5,453	53,000	59,500	6,500	12.3%	Cmty Relations	1,007,031	785,463	826,811	41,348	5.3%
Utilities	453,912	324,357	365,700	41,343	12.7%	Traffic Control	1,983,631	1,798,570	1,954,666	156,097	8.7%
Capital	446,423	361,470	452,278	90,808	25.1%	Public Safety Dispatch	842,749	815,386	814,979	-407	0.0%
TOTAL	14,680,250	14,397,219	14,695,688	298,469	2.1%	Animal Control	318	76,658	77,270	612	0.8%
BENEFITS			5,918,149			TOTAL	14,680,250	14,397,219	14,695,688	298,469	2.1%
REVENUE	5,032,585	4,972,000	4,820,000	-152,000	-3.1%						
ADMINISTRATION						PATROL					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	990,044	814,624	778,580	-36,044	-4.4%	Personnel	6,639,408	6,985,953	7,074,538	88,585	1.3%
Services	361,592	300,595	291,345	-9,250	-3.1%	Services	3,733	5,500	5,500	0	0.0%
Supplies	170,594	201,353	187,310	-14,043	-7.0%	Supplies	0	0	0	0	0.0%
Other	5,453	47,000	53,500	6,500	13.8%	Other	0	0	0	0	0.0%
Utilities	453,912	324,357	365,700	41,343	12.7%	Capital	134,333	205,152	273,206	68,054	33.2%
Capital	80,797	92,318	35,018	-57,300	-62.1%	TOTAL	6,777,474	7,196,605	7,353,244	156,639	2.2%
TOTAL	2,062,392	1,780,247	1,711,453	-68,794	-3.9%						
INVESTIGATIONS						COMMUNITY RELATIONS					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	1,851,072	1,872,191	1,885,165	12,974	0.7%	Personnel	984,264	785,463	792,784	7,321	0.9%
Services	0	1,100	1,100	0	0.0%	Services	0	0	0	0	0.0%
Supplies	9,381	7,000	7,000	0	0.0%	Supplies	0	0	0	0	0.0%
Other	0	0	0	0	0.0%	Other	0	0	0	0	0.0%
Capital	146,203	64,000	64,000	0	0.0%	Capital	22,768	0	34,027	34,027	-
TOTAL	2,006,655	1,944,291	1,957,265	12,974	0.7%	TOTAL	1,007,031	785,463	826,811	41,348	5.3%
TRAFFIC CONTROL						PUBLIC SAFETY DISPATCH					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	1,883,985	1,758,920	1,851,689	92,770	5.3%	Personnel	839,324	806,636	806,229	-407	-0.1%
Services	25,760	26,650	43,950	17,300	64.9%	Services	2,363	0	0	0	0.0%
Supplies	11,562	13,000	13,000	0	0.0%	Supplies	1,061	2,750	2,750	0	0.0%
Other	0	0	0	0	0.0%	Other	0	6,000	6,000	0	0.0%
Capital	62,323	0	46,027	46,027	-	Capital	0	0	0	0	0.0%
TOTAL	1,983,631	1,798,570	1,954,666	156,097	8.7%	TOTAL	842,749	815,386	814,979	-407	0.0%
						ANIMAL CONTROL					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	0	75,658	76,270	612	0.8%	Personnel	0	75,658	76,270	612	0.8%
Services	318	1,000	1,000	0	0.0%	Services	318	1,000	1,000	0	0.0%
Supplies	0	0	0	0	0.0%	Supplies	0	0	0	0	0.0%
Other	0	0	0	0	0.0%	Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%	Capital	0	0	0	0	0.0%
TOTAL	318	76,658	77,270	612	0.8%	TOTAL	318	76,658	77,270	612	0.8%

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET					PROGRAM GROUP: Public Safety PROGRAM: Police					
ACCT.#	POSITION  TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2010 SALARY RANGE as of 7/1/2009		FY2010 BUDGET		FY2011 RECOMMENDATION	
			FY2008	FY2009	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Chief	D-9	1.00	1.00	118,385	139,452	1.00	139,452	1.00	139,452
	Superintendent of Police	D-7	1.00	1.00	102,445	120,675	1.00	115,403	1.00	117,134
	Captain	P-4	4.00	4.00		90,639	4.00	353,493	4.00	362,556
	Lieutenant	P-3	10.00	10.00		76,813	10.00	755,330	10.00	768,130
	Sergeant	P-2	16.00	16.00		65,096	16.00	1,032,928	16.00	1,041,536
	Patrol Officer	P-1	108.00	108.00	45,879	53,798	104.00	5,463,025	104.00	5,512,765
	Public Safety Business Manager*	T-9	0.50	0.50	66,655	75,417	0.50	37,709	0.50	37,709
	Chief Emergency Telecommunications Dispatcher	T-7	1.00	1.00	61,626	69,727	1.00	68,508	1.00	68,508
	Office Manager / Traffic, Parking, & Records	GN-8	1.00	1.00	51,017	53,585	1.00	53,585	1.00	53,585
	Parking Meter Collector	GN-7	0.00	0.00	46,934	49,296	2.00	93,868	2.00	95,418
	Fire Alarm Operator/Emergency Telecomm. Dispatcher	FAO/ETD	1.00	1.00		49,121	1.00	49,121	1.00	49,121
	Emergency Telecommunications Dispatcher	ETD	13.00	14.00	42,937	43,807	14.00	614,140	14.00	614,140
	Executive Assistant	C-10	1.00	1.00	48,430	50,493	1.00	50,493	1.00	50,493
	Senior Clerk Typist and Cashier	C-7	1.00	1.00	41,147	42,947	1.00	42,947	1.00	42,947
	Senior Account/Audit Clerk (PSBO)*	C-7	0.50	0.50	41,147	42,947	0.50	21,474	0.50	21,474
	Senior Clerk Typist / Audit Clerk (PSBO)*	C-5	1.00	1.00	38,716	40,490	1.00	40,490	1.00	40,490
	Senior Clerk Typist	C-5	2.00	2.00	38,716	40,490	2.00	80,980	2.00	80,980
	Senior Clerk Typist	C-4	2.00	2.00	36,632	38,386	2.00	76,772	1.00	38,386
	School Traffic Supervisor/Parking Control Officer	ST01	9.00	9.00		40,389	9.00	363,501	11.00	444,279
	Charge Off to Grants							(6,500)		(6,500)
	Subtotal		173.00	174.00			172.00	9,446,718	173.00	9,572,603
510102	Permanent Part Time Salaries									
	Parking Control Officer		1.40	1.40	\$19.27 / hr.	\$22.31 / hr.	1.92	78,488	1.92	78,488
	School Traffic Supervisor		1.18	1.18	\$19.83 / hr.	\$22.31 / hr.	1.18	53,989	1.18	53,989
	Subtotal		2.58	2.58			3.10	132,477	3.10	132,477
510901	Temporary Part Time Salaries									
	Park Security Officer		2.20	2.20		\$13.15 / hr	2.20	58,462	2.20	58,462
	Subtotal		2.20	2.20			2.20	58,462	2.20	58,462
	Full Time/Part Time Salaries-Grants									
	Violence Prevention Coordinator		1.00	1.00		\$26.55/hour	1.00	51,972	1.00	51,972
			1.00	1.00			1.00	51,972	1.00	51,972
	Grants									
	State Grant							(51,972)		(51,972)
	Net Grant-Funded Salary Total							0		0
	Other									
510140	Shift Differential							215,523		215,523
510143	Working-Out-Of-Classification Pay							18,338		18,338
510300	Regular Overtime							521,053		521,053
512031	Court Pay							158,157		158,157
512033	Police Lag Time							141,221		141,221
513032	In-Service Training Pay							263,484		266,267
51304E	Enhanced Longevity							10,000		10,000
513043	Quinn Educational Incentive							1,507,140		1,530,851
513044	Longevity Pay							74,560		83,725
513045	Career Incentive Pay							9,250		9,250
514502	Specialty Pay (Retirable)							28,300		28,300
515041	Holiday Pay							408,716		412,982
515059	Administrative Leave Buyback							76,147		76,147
515501	Uniform/Clothing Allowance / In Lieu of Boots							29,900		29,900
	Subtotal							3,461,789		3,501,714
* Public Safety Business Mgr. and 3 clerical positions shared 50/50 with Fire Dept.										
	<b>Total</b>		<b>177.78</b>	<b>178.78</b>			<b>177.30</b>	<b>13,099,444</b>	<b>178.30</b>	<b>13,265,255</b>



<b>TOWN OF BROOKLINE FY2011 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Public Safety PROGRAM: Fire</b>
<p><b><u>PROGRAM DESCRIPTION</u></b></p> <p>The Fire Department's primary function is to provide fire protection and emergency services. The Department provides assistance during incidents involving hazardous materials, water rescue, and during all other emergencies requiring trained rescue personnel and equipment. The Department functions as an emergency medical delivery system, with all fire companies staffed by certified Emergency Medical Technicians (EMT's) who respond to emergency medical calls.</p> <p>The primary duties of the Department are to prevent the occurrence of fires; to protect lives and property should a fire occur; to provide emergency medical services to the community; to deliver emergency services to the scene of an incident within four minutes; and to promote a climate of safety by decreasing or eliminating unreasonable threat from fire.</p> <p>The Department is broken into the following five sub-programs:</p> <ol style="list-style-type: none"> <li>1. The main function of the <b>Administration Sub-program</b> is to provide overall leadership and policy direction for the Department. The assigned staff include the Chief, the Chief of Operations (which is a re-assigned Deputy Chief), an Executive Assistant, an IT position, and the Public Safety Business Office staff, which is shared with the Police Department.</li> <li>2. The <b>Suppression Sub-program</b> prevents fires and extinguishes fires should they occur; initiates rescues when necessary; performs in-service inspections and pre-fire planning; maintains EMT-staffed fire companies; and performs other emergency services requiring trained and properly equipped personnel. To deliver these services, seven fire companies, manning five engines and two ladder trucks, each with minimum staffing of four firefighters, are housed in five fire stations. The assigned staff totals 147: four Deputy Chiefs, seven Captains, 21 Lieutenants, and 115 Firefighters.</li> <li>3. The <b>Fire Prevention Sub-program</b> enforces all laws and ordinances; issues fire safety permits; investigates all fires and forwards appropriate reports to the State Fire Marshal; educates the public on fire prevention topics and techniques; manages in-service fire company inspections; handles fire safety-related citizen complaints; and approves building plans relating to fire protection. One Deputy Chief, a Lieutenant and a Clerk staff this Division.</li> <li>4. The Equipment Maintenance Sub-program repairs and maintains the Department's apparatus and related equipment, such as hoses, fittings, self-contained breathing apparatus, and emergency tools. The goal of the Division is to ensure that the Department's fleet of vehicles and emergency equipment is in working condition at all times. A Chief Mechanic and a Repairman staff this division.</li> </ol>	<ol style="list-style-type: none"> <li>5. The <b>Training Sub-program</b> promotes the uniformed personnel's development of required skills, knowledge, and abilities by providing continuous "hands on" training; instructs newly recruited firefighters in a basic seven-week training course; coordinates state-level satellite training programs; and tests new firefighting equipment and techniques. Members of this unit also serve as the Safety Officer at any fire related incident. It is staffed by a Deputy Chief, a Captain and a Lieutenant.</li> </ol> <p><u>Note:</u> In FY10 the Signal Maintenance Sub-Program was transferred to the Department of Public Works (DPW). While now part of DPW, the two employees continue to install, operate, and maintain the town-wide Emergency Notification System. To deliver these services, 510 fire alarm boxes, including 233 master boxes for schools, hospitals, and large apartment buildings, are strategically located throughout the Town and are connected to the Dispatch Center. The system also contains 71 emergency call boxes connected to the Police Department.</p> <p><b><u>BUDGET STATEMENT</u></b></p> <p>The FY11 budget reflects an increase of \$136,012 (1.1%). Personnel increases \$78,285 (0.7%) and includes Steps (\$67,209) and the establishment of the Director of Technology position (\$66,655), which was recommended as part of the Technology Integration Assessment. These increases are offset by the elimination of the IT Support Specialist (\$50,678) and a decrease in Longevity (\$4,900).</p> <p>Services increase \$26,641 (28%) for Motor Vehicle/Equipment Repair (\$15,000), Communications Equipment Repair (\$7,000), and Professional/Technical Services (\$4,735), followed by a small decrease in the Copy Service Contract (\$94).</p> <p>The increase in Supplies (\$13,000, 10.9%) is for Public Safety Supplies (\$10,500) and Uniforms and Protective Clothing (\$2,500).</p> <p>The \$10,562 (4.6%) increase in Utilities is due to an increase in prices for Gasoline (\$4,351) and Diesel Fuel (\$3,877) and increases in Natural Gas (\$1,354) and Electricity (\$980). Capital increases \$7,524 (5.9%) and funds new laptops for the fire trucks, leased computers, as well as the equipment detailed in the Capital Outlay Summary (Section II).</p>



<b>TOWN OF BROOKLINE FY2011 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Public Safety PROGRAM: Fire</b>
<p><b><u>FY2011 OBJECTIVES</u></b></p> <ol style="list-style-type: none"> <li>1. To update several more Standard Operating Guidelines (SOGs) and develop and implement one for Safety Officers.</li> <li>2. To update the apparatus fleet with the addition of a new “Rescue” apparatus and the resultant retirement of 25 year-old Rescue 1.</li> <li>3. With assistance from Human Resources and Occupational Health, to continue the reduction of sick and injured rates that the Department has experienced over the last year.</li> <li>4. To continue with the implementation of Student Awareness of Fire Education (SAFE) in grades one through three throughout the Town.</li> <li>5. To train and certify five current firefighters as Emergency Medical Technicians (EMTs) to replace those who have retired.</li> <li>6. To continue to play an active role with the Town’s Emergency Management Team to ensure readiness to respond to major emergencies.</li> <li>7. To continue to provide the exact same level of service despite a reduction to the budget in FY10.</li> <li>8. To research, evaluate, and implement fireground innovations.</li> <li>9. To continue to respond to most emergencies in four minutes or less per NFPA Standard 1710.</li> <li>10. To continue to train new firefighters to NFPA I and II standards.</li> <li>11. To implement the “Back to the Basics” initiative of the Training Division.</li> <li>12. To continue to train all members in the latest methods of Automatic External Defibrillation (AED).</li> <li>13. To inspect all residential buildings containing six or more units for safety/fire hazards.</li> <li>14. To have the Department’s Training Staff participate in three additional “Train the Trainer” programs offered by State Fire Marshal’s Office.</li> <li>15. To implement the recommendations laid out in the Technology Integration Assessment prepared by Emergency Services Consulting International (ESCI) in order to better utilize technology in all departmental operations.</li> <li>16. To evaluate and implement a new Records Management System (RMS).</li> <li>17. To provide professional development for selected command staff.</li> </ol>	<p><b><u>ACCOMPLISHMENTS</u></b></p> <ol style="list-style-type: none"> <li>1. Developed and implemented new SOGs regarding: <ol style="list-style-type: none"> <li>a. EMS responses to armed intruder incidents.</li> <li>b. Cautionary response to fires and other emergencies.</li> </ol> </li> <li>2. Developed and implemented plans for responding to H1N1 related medical emergencies.</li> <li>3. Led negotiations for a new EMS contract, resulting in a second dedicated ALS ambulance for the Town.</li> <li>4. Kept most response times at four minutes or less despite an increased number of responses.</li> <li>5. Continued the Department’s training with MetroFire’s Mass Decontamination Unit (MDU). The Brookline Fire Department is capable of delivering, setting up, and performing decontamination of personnel at any MetroFire Community.</li> <li>6. Approximately 50% of Brookline’s FF/EMTs received recertification.</li> <li>7. Secured UL testing of all Brookline’s aerial and ground ladders.</li> <li>8. Actively participated in all aspects of Brookline’s Emergency Management Team.</li> <li>9. Reduced risk to occupants of both single-family and multiple-dwelling units by conducting hundreds of mandatory, emergency, or requested inspections.</li> <li>10. Applied for and received the following grants: <ol style="list-style-type: none"> <li>a. Mass Decontamination Unit</li> <li>b. Assistance to Firefighters</li> <li>c. Student Awareness of Fire Education (SAFE)</li> </ol> </li> <li>11. Active participant and contributor to MetroFire’s efforts to update standardize and develop Mutual Aid protocols.</li> <li>12. Continued to develop, update, and implement fire safety programs for Brookline’s younger students.</li> <li>13. Undertook a study to determine how to better utilize technology in the Department.</li> </ol>

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET						PROGRAM GROUP: Public Safety PROGRAM: Fire					
PERFORMANCE / WORKLOAD INDICATORS						PERFORMANCE / WORKLOAD INDICATORS (con't.)					
	ACTUAL FY2008	ESTIMATE FY2009	ACTUAL FY2009	ESTIMATE FY2010	ESTIMATE FY2011		ACTUAL FY2008	ESTIMATE FY2009	ACTUAL FY2009	ESTIMATE FY2010	ESTIMATE FY2011
Box Alarms	703	700	776	750	750						
Still Alarms	3,000	3,000	2,604	2,600	2,600	Air Masks					
Medical Emergencies	3,465	3,500	4,105	4,000	4,000	Face Pieces Replaced	20	20	20	20	20
Total Responses	7,246	7,400	7,485	7,400	7,400	Breathing Apparatus					
Response Time to Emergency Incidents (minutes)	4	4	4	4	4	Cylinders Replaced	5	5	5	5	5
Large loss fire (Over \$100,000)	6	5	7	5	5	% of Apparatus Repairs Initiated within 24 Hrs	100%	100%	100%	100%	100%
Multiple Alarm Fires	6	6	8	6	6	% of Apparatus Receiving Preventive Maintenance Twice per Year	100%	100%	100%	100%	100%
% of Investigations Started Within Two Hours	100%	90%	100%	100%	100%	% of EMTs Re-Certified	100%	100%	100%	100%	100%
Apartment Buildings with 6+ Units Inspected	560	570	548	550	550	% of Firefighters Completing: DOT Refresher Course	100%	100%	100%	100%	100%
Commercial & Retail Building Inspections	65	62	62	62	62	Haz-Mat Training	100%	100%	100%	100%	100%
Investigations resulting in Arson Arrests	0	0	0	0	0	% of Personnel Re-Certified in CPR	100%	100%	100%	100%	100%
Emergency Boxes	574	540	570	570	570	Emergency Management					
						Training Exercises	10	14	15	12	12
						Training Programs - Staff	12	14	14	12	12
						Training Programs - Employees/Citizens	4	5	5	5	5

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET						PROGRAM GROUP: Public Safety PROGRAM: Fire					
PROGRAM COSTS						SUMMARY OF SUB-PROGRAMS					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		SUB- PROGRAMS	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	11,664,784	11,532,376	11,610,661	78,285	0.7%	Administration	570,988	622,856	596,202	-26,654	-4.3%
Services	131,740	95,284	121,925	26,641	28.0%	Firefighting	10,415,054	10,651,710	10,769,524	117,814	1.1%
Supplies	121,407	119,500	132,500	13,000	10.9%	Fire Prevention	385,245	249,301	272,813	23,512	9.4%
Other	5,732	25,125	25,125	0	0.0%	Signal Maint.	131,195	0	0	0	0.0%
Utilities	268,925	230,486	241,048	10,562	4.6%	Equipment Maintenance	356,796	290,485	313,113	22,628	7.8%
Capital	88,305	126,643	134,167	7,524	5.9%	Training	421,614	315,062	313,774	-1,288	-0.4%
TOTAL	12,280,892	12,129,414	12,265,426	136,012	1.1%	TOTAL	12,280,892	12,129,414	12,265,426	136,012	1.1%
BENEFITS			5,913,561								
REVENUE	345,077	414,500	405,000	-9,500	-2.3%						
ADMINISTRATION						FIREFIGHTING					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	493,144	499,480	518,294	18,814	3.8%	Personnel	10,174,802	10,372,810	10,432,181	59,371	0.6%
Services	36,586	28,646	28,552	-94	-0.3%	Services	13,237	11,566	16,301	4,735	40.9%
Supplies	27,574	15,600	15,600	0	0.0%	Supplies	37,687	39,000	52,000	13,000	33.3%
Other	5,732	5,650	5,650	0	0.0%	Other	0	0	0	0	0.0%
Capital	7,952	73,480	28,106	-45,374	-61.8%	Utilities	173,631	185,331	187,665	2,334	1.3%
TOTAL	570,988	622,856	596,202	-26,654	-4.3%	Capital	15,696	43,003	81,377	38,374	89.2%
						TOTAL	10,415,054	10,651,710	10,769,524	117,814	1.1%
FIRE PREVENTION						SIGNAL MAINTENANCE					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	332,986	248,685	249,635	950	0.4%	Personnel	122,241	0	0	0	0.0%
Services	0	36	36	0	0.0%	Services	7,041	0	0	0	0.0%
Supplies	0	0	0	0	0.0%	Supplies	1,913	0	0	0	0.0%
Other	0	0	0	0	0.0%	Other	0	0	0	0	0.0%
Capital	52,259	580	23,142	22,562	3890.0%	Capital	0	0	0	0	0.0%
TOTAL	385,245	249,301	272,813	23,512	9.4%	TOTAL	131,195	0	0	0	0.0%
EQUIPMENT MAINTENANCE						TRAINING					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	127,086	117,830	117,830	0	0.0%	Personnel	414,524	293,571	292,721	-850	-0.3%
Services	69,344	55,000	77,000	22,000	40.0%	Services	5,531	36	36	0	0.0%
Supplies	53,039	63,500	63,500	0	0.0%	Supplies	1,195	1,400	1,400	0	0.0%
Other	0	0	0	0	0.0%	Other	0	19,475	19,475	0	0.0%
Utilities	95,294	45,155	53,383	8,228	18.2%	Capital	364	580	142	-438	-75.5%
Capital	12,032	9,000	1,400	-7,600	-84.4%	TOTAL	421,614	315,062	313,774	-1,288	-0.4%
TOTAL	356,796	290,485	313,113	22,628	7.8%						

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET					PROGRAM GROUP: Public Safety PROGRAM: Fire					
ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2010 SALARY RANGE		FY2010 BUDGET		FY2011 RECOMMENDATION	
			FY2008	FY2009	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Chief	D-9	1.00	1.00	118,385	139,452	1.00	135,361	1.00	137,391
	Chief of Operations	D-7	1.00	1.00	102,445	120,675	1.00	117,134	1.00	118,891
	Deputy Chief	F-4	6.00	6.00		86,825	6.00	520,950	6.00	520,950
	Captain	F-3	8.00	8.00		74,209	8.00	593,672	8.00	593,672
	Lieutenant	F-2	23.00	23.00		63,427	23.00	1,458,821	23.00	1,458,821
	Firefighter	F-1	121.00	121.00	44,928	52,855	115.00	5,933,015	115.00	5,996,437
	Public Safety Business Manager*	T-9	0.50	0.50	66,655	75,417	0.50	37,709	0.50	37,709
	Director of Technology	TBD	0.00	0.00	66,655	75,417	0.00	0	1.00	66,655
	IT Support Specialist	T-4	1.00	1.00	48,921	55,352	1.00	50,678	0.00	0
	Superintendent of Fire Alarm	GN-11	1.00	1.00	60,870	63,933	0.00	0	0.00	0
	Motor Equipment Repair Foreman	GN-10	1.00	1.00	55,844	58,654	1.00	58,654	1.00	58,654
	Signal Maintainer	GN-8	1.00	1.00	51,017	53,585	0.00	0	0.00	0
	Executive Assistant	G-13	1.00	1.00		53,486	1.00	53,486	1.00	53,486
	Senior Account/Audit Clerk (PSBO)*	C-7	0.50	0.50	41,147	42,947	0.50	21,474	0.50	21,474
	Senior Clerk Typist / Audit Clerk (PSBO)*	C-5	1.00	1.00	38,716	40,490	1.00	40,490	1.00	40,490
	Fire Apparatus Repairperson	LN-7	1.00	1.00		51,637	1.00	51,637	1.00	51,637
	Fire Prevention Clerk	TBD	0.00	0.00			1.00	50,000	1.00	50,000
	Subtotal		168.00	168.00			161.00	9,123,080	161.00	9,206,266
	Other									
510140	Shift Differential							599,684		599,684
510143	Working-Out-Of-Classification Pay							108,669		108,669
510300	Regular Overtime							241,818		241,818
513007	HazMat Pay							106,958		106,958
513042	Educational Incentive Pay							74,825		74,825
513044	Longevity Pay							74,300		69,400
513045	Career Incentive Pay							10,000		10,000
51304E	Enhanced Longevity							4,000		4,000
514501	Extra Compensation (In Lieu of Boots)							750		750
514505	Defib Pay							60,800		60,800
514506	EMT Pay							337,172		337,172
515041	Holiday Pay							454,417		454,417
514502	Specialty Pay							15,600		15,600
515058	Vacation Cash-in							126,348		126,348
515059	Administrative Leave Buy-Back							82,163		82,163
515501	Uniform/Clothing Allowance							111,390		111,390
515505	Tool Allowance							400		400
	Subtotal							2,409,295		2,404,395
* Public Safety Business Mgr. and 3 clerical positions shared 50/50 with Police Dept.										
	<b>Total</b>		<b>168.00</b>	<b>168.00</b>			<b>161.00</b>	<b>11,532,376</b>	<b>161.00</b>	<b>11,610,661</b>

<p><b>TOWN OF BROOKLINE FY2011 PROGRAM BUDGET</b></p>	<p><b>PROGRAM GROUP: Public Safety PROGRAM: Building</b></p>
<p><b><u>PROGRAM DESCRIPTION</u></b></p> <p>The Building Department was established to ensure public safety during construction, alteration, repair, and demolition of structures within town. The Department reviews and issues permits for construction, repair, remodeling, and demolition, as well as certificates of occupancy. Staff enforce by-laws and regulations related to zoning, building, plumbing, gas, electrical connections, fire safety, sprinklers, energy, demolition, and lodging houses. The Department performs annual inspections of lodging houses, places of assembly, parking facilities, and common victualler locations prior to their license renewal, and is charged with the repair and maintenance of all Town and School buildings and managing the daily operation of Town Hall, the Health Center, and the Public Safety Headquarters building.</p> <p>The Department consists of the following six sub-programs:</p> <ol style="list-style-type: none"> <li>1. The <b>Administration Sub-program</b> provides administrative and clerical support for the Department. The clerical staff performs the required office activities for the other sub-programs, including receipt of permit applications and fees, handling of citizen inquiries, preparation of permits, certificates, licenses, and payment vouchers for vendors.</li> <li>2. The <b>Code Enforcement and Inspection Sub-program</b> is responsible for the construction and maintenance of structurally sound and safe buildings, mechanical systems, and equipment as mandated by related codes, by-laws, rules, and regulations. Work is initiated as a result of the application for a permit, complaints, department initiative, or referral and involves dealing with architects, engineers, developers, contractors, lawyers, owners, and tenants.</li> <li>3. The <b>Repairs to Public Buildings Sub-program</b> preserves and maintains Town-owned buildings other than the schools. There are 45 buildings in this category, with an estimated value of \$100 million. Through periodic surveys and inspections, the Department determines the necessary repairs to preserve and maintain these buildings and establishes a preventive maintenance program consistent with the need.</li> <li>4. The <b>Town Hall Maintenance Sub-program</b> provides for the operation and maintenance of the Town Hall, the Stephen Glover Train Memorial Health Center, and the Public Safety Headquarters building.</li> </ol>	<p><b><u>PROGRAM DESCRIPTION (con't.)</u></b></p> <ol style="list-style-type: none"> <li>5. The <b>Construction/Renovation Sub-program</b> supports the Building Commission which, in accordance with Article 3.7 of the Town By-Laws, participates in the selection of design consultants, reviews and approves plans and specifications, receives proposals, and maintains supervision of the Town's building program. The Project Administrator and his assistant serve as agents of the Building Commission, working with various Town and School agencies for the study, design, and construction of new projects and for major repairs.</li> <li>6. The <b>School Plant Sub-program</b> provides for the maintenance and upkeep of all school buildings, of which there are 16 with an estimated value of \$200 million. Through surveys and inspections and in conjunction with the principals, the custodial staff, and the Superintendent of Schools, a list of necessary repairs is established to preserve and maintain these buildings.</li> </ol> <p><b><u>BUDGET STATEMENT</u></b></p> <p>The FY11 budget reflects a decrease of \$137,105 (2%). Personnel increases \$6,220 (0.3%) and includes increases for Steps (\$4,846), Longevity (\$1,250), and the creation of an Operations Manager for Public Buildings (\$66,655), offset by the elimination of a Full-Time Houseworker (\$33,397), a reduction in Part-Time Houseworkers (\$21,732), and the transfer of the Board of Appeals stipends to the Town Clerk's budget (\$11,400).</p> <p>The \$12,025 (0.6%) increase in Services is driven by an increase in Contractual Cleaning Services (\$59,000), offset by decreases in Repair and Maintenance budgets in both Town (\$5,758) and School Buildings (\$39,420) because the work will be performed by the Operations Manager. There are also decreases in Data Processing Equipment Repair and Maintenance (\$1,360) and Copier Service (\$437). The \$4,000 (3.1%) decrease in Supplies is for Custodial Supplies.</p> <p>The \$177,950 (5.8%) decrease in Utilities is driven by the savings associated with the drop in Electricity consumption in the newly renovated Town Hall (\$169,782). Electricity consumption is 50% less than when the building was previously occupied. Electricity use at the School buildings is also on the decline (\$12,718). Gasoline increases by \$4,550.</p> <p>Capital increases \$26,600 (92.1%) and funds existing leased desktop computers and the replacement of the Commissioner's vehicle with a hybrid sedan.</p>

<b>TOWN OF BROOKLINE FY2011 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Public Safety PROGRAM: Building</b>
<p><b><u>FY2011 OBJECTIVES</u></b></p> <ol style="list-style-type: none"> <li>1. To continue to work with the Information Technology Department on the implementation of the new GeoTMS permitting system, including the "citizen access" module and the use of mobile technology.</li> <li>2. To assist the Selectmen's Office and the Town and School agencies to develop a CIP project list.</li> <li>3. To reorganize the cleaning schedule of the Town Hall, Public Safety Building and Health Department.</li> <li>4. To assist the School Department with the development of a plan to address the enrollment/space issue.</li> <li>5. To assist the School Administration with helping to provide direction on expansion of space needs at their schools.</li> <li>6. To secure energy conservation funds from outside sources.</li> <li>7. To complete the State DOER energy study of Town and School buildings.</li> <li>8. To work more closely with the IT Department for energy conservation as it relates to computers, screens and their operation.</li> <li>9. To assist the School Department with the preparation of the Old Lincoln School for Runkle School students.</li> <li>10. To continue to use green cleaning products for a healthier building environment.</li> <li>11. To work with the Libraries on a combined cleaning schedule for all buildings.</li> <li>12. To continue to improve energy efficiency in all buildings.</li> <li>13. To upgrade the communications and operating systems of the energy management systems.</li> <li>14. To work with the Fire Chief on the Fire Station Study.</li> <li>15. To complete the plans for the bidding of and oversee the renovations to the Runkle School Project.</li> <li>16. To continue to implement the Roof Repair/Replacement Plan.</li> <li>17. To upgrade the keycard access system and expand it at more sites.</li> <li>18. To install a solar panel at the Putterham Library.</li> <li>19. To continue to work towards making all Public Buildings fully accessible.</li> <li>20. To assist departments, especially Schools, with their security plans.</li> <li>21. To modify the way maintenance calls are performed and have staff use computers for daily reports and work order information.</li> <li>22. To expand the use of Cartegraph to include more data (i.e. pictures of buildings, equipment) to make a better product.</li> <li>23. To improve the time it takes to respond and complete work orders, track work orders more closely, and look at total allotment of time to complete jobs.</li> <li>24. To expand the training to the Tradesmen and encourage more education of different skills.</li> <li>25. To create a masonry, repointing Master Plan, similar to the long-range roof replacement plan.</li> <li>26. To expand the Building Department website to include frequently asked questions.</li> </ol>	<p><b><u>OBJECTIVES (con't.)</u></b></p> <ol style="list-style-type: none"> <li>27. To post all Zoning Board of Appeals decisions within one week of their being filed.</li> <li>28. To continue training provided by the Board of Building Regulations and Standards to insure that Local Inspectors are implementing code changes and clarifications are provided.</li> <li>29. To develop a program in cooperation with both the Fire and Public Health Departments to help assure timely response to complaints and subsequent resolution.</li> <li>30. To provide a storage system within Town Hall for ready retrieval of plans/documents related to current projects.</li> <li>31. To work in cooperation with the Selectmen's Climate Action Committee to present an article before Spring Town Meeting for implementation of the new "Stretch" energy code.</li> <li>32. To provide additional "frequently asked questions" on the Building Department website to help citizens navigate requirements relative to permitting.</li> </ol> <p><b><u>ACCOMPLISHMENTS</u></b></p> <ol style="list-style-type: none"> <li>1. Worked with the IT Department on the selection and implementation of a new permitting system (GeoTMS).</li> <li>2. Secured almost \$150,000 in funding from NSTAR for energy efficiency projects.</li> <li>3. Received approximately \$150,000 in stimulus money for energy conservation projects.</li> <li>4. Renovated the Driscoll School science room.</li> <li>5. Installed a dual fuel burner at the Old Lincoln School.</li> <li>6. Worked with the School Department to help organize and cut back on after hours building usage.</li> <li>7. Created a new classroom in the Extended Day Space at the Heath School.</li> <li>8. Painted the Library at the High School.</li> <li>9. Installed new security systems at Soule Rec, and Eliot Rec and added to the system at the High School.</li> <li>10. Moved the BEEP Program out of the UAB and over to new spaces at the High School building.</li> <li>11. Painted the Town Houses Devotion House and 55 Newton St.</li> <li>12. Completed masonry work at the High School.</li> <li>13. Assisted BATV in the renovation of the top floor of the UAB.</li> <li>14. Developed a modified space needs study to assist the School Department with their issue regarding space needs.</li> <li>15. Began the Roof /Repair Replacement Program.</li> <li>16. Improved plan review and timeliness of permit issuance.</li> </ol>

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET	PROGRAM GROUP: Public Safety PROGRAM: Building					
<b>ACCOMPLISHMENTS (Con't.)</b> 17. Adopted procedure to assure review and implementation of conditions required by the Board of Appeals Decisions. 18. Continued process to preserve, catalog and digitize the Town's collection of public building plans. 19. Facilitated training Local Inspectors as well as contractors for transition from the 6th to 7th edition of the State Building Code. 20. Installed occupancy sensors and demand ventilation sensors in buildings to save energy. 21. Converted the music room at Lawrence into a kindergarten room. 22. Created new classrooms at the New Lincoln School, Runkle School, Pierce School and Lawrence School. 23. Installed new energy management systems at the Skating Rink, Soule Shed, Fire Station No. 5 and Old Lincoln buildings. 24. Enhanced communication between the Building and Planning Departments. 25. Continued cooperative effort with other departments to facilitate enforcement of Building Code and the Zoning By-law. 26. Inspected all Town-owned properties to help assure code compliance. 27. Worked cooperatively with the Selectmen's Climate Action Committee to help facilitate town-wide energy saving objectives. 28. Prepared draft decisions for 47 Zoning Board of Appeals cases. 29. Completed installation of new operable windows at the Tappan Gym. 30. Completed electrical and lighting upgrades at the Transfer Station and Wood Hog buildings, including electric door operator at the wood hog building. 31. Selected an architect and began design work on the Main Library plaza waterproofing. 32. Selected an architect and began design work on the study to determine whether the Town's Fire Stations are suitable for modern firefighting apparatus. 33. Completed the feasibility study on the Town Hall Garages complex repairs and began the process of selecting an engineer to implement the design of same. 34. Began work on the Putterham Library HVAC renovations, fire alarm upgrade and associated electrical improvements. 35. Began the designer selection process to retain the services of an architect to design Putterham Library roof and photovoltaic array. 36. Began the designer selection process for a feasibility study on the possible reuses of the amphitheater at the Pierce School. 37. Worked with Town Counsel to secure a design for corrective measures to the Health Center HVAC system. 38. Continued the management of the design of the Renovations and Additions to the John D. Runkle School. 39. Began planning for making the Old Lincoln School ready to serve in its anticipated capacity to temporarily house the Runkle School while the renovations are underway.	<b>PERFORMANCE / WORKLOAD INDICATORS</b>					
		ACTUAL FY2008	ESTIMATE FY2009	ACTUAL FY2009	ESTIMATE FY2010	ESTIMATE FY2011
	Permits Issued:	6,009	5,865	5,792	5,415	5,415
	Building Permits	1,728	1,750	1,720	1,700	1,700
	Electrical Permits	1,381	1,350	1,338	1,300	1,300
	Plumbing Permits	1,339	1,100	1,131	1,000	1,000
	Gas Fitting Permits	901	1,000	889	800	800
	Mechanical Permits	150	150	240	150	150
	Sprinkler Permits	14	15	17	15	15
	Occupancy Permits	293	250	326	300	300
	Other	203	250	131	150	150
	Certificates Issued	285	140	276	275	275
	Builders Exams	0	0	0	0	0
	Builders Licenses	71	100	56	60	60
	Inspections:					
	Common Victualler	146	120	144	140	140
	Lodging House Insp.	51	70	50	50	50
	Violation Notices Issued	21	30	25	25	25
	Court Complaints Filed	7	10	12	10	10
	Board of Appeals Cases	42	60	53	50	50
	Public Building Maintenance					
	Maintenance Contracts	25	25	35	25	25
	Contractor Service Orders	1,000	1,250	1,200	1,200	1,200
	In-House Work Orders	2,000	2,000	2,000	2,000	2,000
	Vouchers Processed	2,500	1,500	1,750	1,800	1,800
	Committees of Seven	4	5	6	5	5
	Utility Use					
	Town Hall *					
	Electricity (KWH)	456,920	1,094,034	517,708	710,000	707,844
	Natural Gas (CCF)	21,363	3,830	37,115	26,816	24,135
	Oil (gallons)	16,682	25,000	0	0	0
	<i>* Reflects usage at the temporary Town Hall location at the Old Lincoln School a full year in FY08 and for six months in FY09.</i>					
	School Buildings					
	Electricity (KWH)	7,840,856	8,372,910	7,565,934	7,600,000	7,742,044
	Natural Gas (CCF)	69,584	87,775	539,984	622,621	625,960
	Oil (gallons)	387,027	384,575	23,745	0	0



TOWN OF BROOKLINE FY2011 PROGRAM BUDGET						PROGRAM GROUP: Public Safety PROGRAM: Building					
<b>PROGRAM COSTS</b>						<b>SUMMARY OF SUB-PROGRAMS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		SUB- PROGRAMS	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	1,959,974	1,915,738	1,921,958	6,220	0.3%	Administration	209,970	177,675	179,168	1,493	0.8%
Services	2,053,753	1,851,968	1,863,993	12,025	0.6%	Code Enforcement	582,087	598,548	617,973	19,425	3.2%
Supplies	351,544	127,770	123,770	-4,000	-3.1%	Repairs-Pub. Bldgs	1,010,567	941,770	931,773	-9,997	-1.1%
Other	1,255	5,800	5,800	0	0.0%	Town Hall Maint.	452,819	611,015	460,286	-150,729	-24.7%
Utilities	2,545,873	3,056,685	2,878,735	-177,950	-5.8%	Construction/Renovation	54,866	54,088	54,088	0	0.0%
Capital	52,637	28,887	55,487	26,600	92.1%	School Plant	4,654,726	4,603,753	4,606,456	2,702	0.1%
TOTAL	6,965,036	6,986,849	6,849,744	-137,105	-2.0%	TOTAL	6,965,036	6,986,849	6,849,744	-137,105	-2.0%
BENEFITS			1,042,503								
REVENUE	2,379,007	2,047,000	1,747,000	-300,000	-14.7%						
<b>ADMINISTRATION</b>						<b>CODE ENFORCEMENT</b>					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	205,574	172,110	174,040	1,930	1.1%	Personnel	554,951	556,387	546,695	-9,692	-1.7%
Services	2,127	2,508	2,071	-437	-17.4%	Services	1,600	0	0	0	0.0%
Supplies	0	135	135	0	0.0%	Supplies	3,415	4,900	4,900	0	0.0%
Other	360	788	788	0	0.0%	Other	740	3,625	3,625	0	0.0%
Capital	1,909	2,134	2,134	0	0.0%	Utilities	17,288	8,655	11,173	2,517	29.1%
TOTAL	209,970	177,675	179,168	1,493	0.8%	Capital	4,094	24,981	51,581	26,600	106.5%
						TOTAL	582,087	598,548	617,973	19,425	3.2%
<b>REPAIRS TO PUBLIC BUILDINGS</b>						<b>TOWN HALL MAINTENANCE</b>					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	225,082	243,326	239,087	-4,239	-1.7%	Personnel	209,653	202,264	167,677	-34,587	-17.1%
Services	693,305	676,700	670,942	-5,758	-0.9%	Services	48,809	43,700	101,340	57,640	131.9%
Supplies	70,209	21,435	21,435	0	0.0%	Supplies	4,729	17,000	13,000	-4,000	-23.5%
Other	0	200	200	0	0.0%	Other	0	0	0	0	0.0%
Capital	21,971	109	109	0	0.0%	Utilities	189,629	348,051	178,269	-169,782	-48.8%
TOTAL	1,010,567	941,770	931,773	-9,997	-1.1%	Capital	0	0	0	0	0.0%
						TOTAL	452,819	611,015	460,286	-150,729	-24.7%
<b>CONSTRUCTION/RENOVATION</b>						<b>SCHOOL PLANT</b>					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	54,711	53,388	53,388	0	0.0%	Personnel	710,003	688,263	741,071	52,808	7.7%
Services	0	0	0	0	0.0%	Services	1,307,912	1,129,060	1,089,640	-39,420	-3.5%
Supplies	0	0	0	0	0.0%	Supplies	273,192	84,300	84,300	0	0.0%
Other	155	700	700	0	0.0%	Other	0	488	488	0	0.0%
Capital	0	0	0	0	0.0%	Utilities	2,338,956	2,699,979	2,689,294	-10,686	-0.4%
TOTAL	54,866	54,088	54,088	0	0.0%	Capital	24,663	1,663	1,663	0	0.0%
						TOTAL	4,654,726	4,603,753	4,606,456	2,702	0.1%



TOWN OF BROOKLINE FY2011 PROGRAM BUDGET					PROGRAM GROUP: Public Safety PROGRAM: Building					
ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2010 SALARY RANGE		FY2010 BUDGET		FY2011 RECOMMENDATION	
			FY2008	FY2009	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Building Commissioner	D-7	1.00	1.00	102,445	120,675	1.00	108,731	1.00	110,362
	Director of Public Buildings	T-15	1.00	1.00	91,017	102,982	1.00	99,411	1.00	101,181
	Building Project Administrator	T-15	1.00	1.00	91,017	102,982	1.00	101,181	1.00	102,982
	Deputy Commissioner	T-15	0.00	1.00	91,017	102,982	1.00	95,964	1.00	97,673
	Project Manager	T-10	1.00	1.00	69,321	78,434	1.00	78,434	1.00	78,434
	Chief Building Inspector	T-10	1.00	0.00	69,321	78,434	0.00	0	0.00	0
	Plans Review Inspector	T-9	1.00	1.00	66,655	75,417	0.00	0	0.00	0
	Operations Manager - Public Buildings	T-9	0.00	0.00	66,655	75,417	0.00	0	1.00	66,655
	Energy Systems Manager	T-7	1.00	1.00	61,626	69,727	1.00	69,727	1.00	69,727
	Electrical Inspector	GN-13	1.00	1.00	65,360	68,649	1.00	68,649	1.00	68,649
	Plumbing and Gas Inspector	GN-13	1.00	1.00	65,360	68,649	1.00	68,649	1.00	68,649
	Local Building Inspector	GN-12	3.00	3.00	62,696	65,851	4.00	272,969	4.00	272,969
	Senior Maintenance Craftsperson	MN-5	10.00	10.00	50,711	53,294	10.00	531,627	10.00	532,943
	Senior Building Custodian	MN-4	3.00	3.00	47,173	49,576	3.00	148,729	3.00	146,914
	Houseworker	MN-1	1.00	1.00	31,778	33,397	1.00	33,397	0.00	0
	Administrative Head Clerk	C-10	0.00	1.00	48,430	50,493	1.00	49,523	1.00	49,758
	Bookkeeper/Accountant I	C-9	2.00	2.00	44,212	46,040	2.00	92,079	2.00	92,079
	Senior Clerk Secretary	C-8	1.00	0.00	42,871	44,686	0.00	0	0.00	0
	Senior Clerk Typist	C-4	1.00	1.00	36,632	38,386	1.00	38,386	1.00	38,386
	Less Charge off to Capital Projects							(101,181)		(102,982)
	Subtotal		30.00	30.00			30.00	1,756,277	30.00	1,794,380
510102	Permanent Part Time Salaries									
	Chair Board of Appeals (1) *					\$140/mtg.		3,550		0
	Members Board of Appeals (2) *					\$50/mtg.		7,550		0
	Members Board of Examiners (3) *					\$30/mtg.		300		0
	Houseworkers	MN-1	1.32	1.56	31,778	33,397	1.56	36,827	0.48	15,095
	Subtotal		1.32	1.56			1.56	48,227	0.48	15,095
510901	Temporary Part Time Salaries **									
	Data Entry Clerk	C-4	0.40	0.40	36,632	38,386	0.00	0	0.00	0
	Inspectors		0.65	0.65	\$31.78/hr	\$33.37/hr	0.65	28,156	0.65	28,156
	Summer Workers		0.80	0.80		\$12.07/hr	0.80	29,523	0.80	29,523
	Subtotal		1.85	1.85			1.45	57,679	1.45	57,679
510140	Other									
	Shift Differential							4,700		4,700
510300	Regular Overtime							29,454		29,454
514501	Town Clerk Stipend (Board of Appeals)							0		0
513044	Longevity Pay							10,650		11,900
515501	Clothing/Uniform Allowance / In Lieu of							8,750		8,750
	Subtotal							53,554		54,804
	* Transferred to the Town Clerk's budget in FY11									
	** Hourly rates effective 7/1/2010									
	Total		33.17	33.41			33.01	1,915,737	31.93	1,921,958

**TOWN BUILDINGS REPAIR AND MAINTENANCE LIST**

	<b><u>ESTIMATE</u></b>
Fire Station No. 1 (Fuel tanks)	\$11,500
Fire Station No. 4 (Kitchen improvements)	\$7,000
Fire Station No. 5 (Lighting)	\$500
Fire Station No. 6 (Bathroom improvements)	\$1,500
Fire Station No. 7 (Laundry & kitchen improvements)	\$20,000
Public Safety Building (Carpeting)	\$15,000
Soule Gym (Exterior painting)	\$1,500
Soule Rec. Center (Improve upstairs area, lighting and a trash compactor)	\$34,000
Swimming Pool (Shower improvements)	\$5,000
Amory Field House (Restroom improvements)	\$4,000
Harry Downs Field (Ventilation improvements)	\$500
Health Building (Foyer doors)	\$10,000
Cemetery Maintenance (Lighting)	\$1,250
Municipal Service Center (Carpeting, floor patching, electrical, lighting)	\$29,500
Coolidge Corner Library (Carpet & tile floors)	\$3,000
Larz Anderson Park Comfort Station (Floors & doors)	\$20,250

<b>REPAIRS GRAND TOTAL</b>	<b>\$164,500</b>
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[illegible]

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET		PROGRAM GROUP: Public Safety PROGRAM: Building	
GENERAL SERVICES -- SCHOOL BUILDINGS*			
<b><u>BURNER/BOILER SERVICE</u></b>		<b><u>ELECTRICAL SERVICE</u></b>	
PREVENTATIVE MAINTENANCE	\$15,000	PREVENTATIVE MAINTENANCE	\$6,000
BOILER/STEAMFITTING REPAIRS	\$57,500	COMMUNICATIONS	\$1,000
BOILER WATER TREATMENT	\$10,500	BURGLAR ALARM	\$12,500
INSULATION	\$3,000	REPAIRS	\$52,000
REFRACTORY	\$16,000		<b>\$71,500</b>
ENERGY MANAGEMENT SYSTEMS	\$7,500		
OIL TANK CLEANING	\$4,000		
	<b>\$113,500</b>		
<b><u>GLAZING SERVICES</u></b>		<b><u>PLUMBING SERVICE</u></b>	
REPLACEMENT	\$45,000	SERVICE/DRAIN	\$7,500
WINDOW WASHING	\$21,000	REPAIRS	\$72,500
SHADE REPAIR	\$16,500		<b>\$80,000</b>
	<b>\$82,500</b>		
<b><u>PAINTING SERVICE</u></b>		<b><u>INTERIOR GENERAL</u></b>	
INTERIOR/EXTERIOR	\$5,000	CARPENTRY	\$35,000
	<b>\$5,000</b>	LOCKERS	\$2,500
		DOORS/LOCKS	\$15,000
		CEILINGS	\$25,000
		OTHER AND SUPPLIES	\$65,000
			<b>\$142,500</b>
<b><u>PNEUMATIC SERVICE</u></b>		<b><u>EXTERIOR GENERAL</u></b>	
PREVENTATIVE MAINTENANCE	\$12,000	ROOF - GUTTERS	\$5,000
REPAIRS	\$12,000	ROOF - INSPECTION/REPAIRS	\$85,000
	<b>\$24,000</b>	MASONRY	\$15,000
		PEST CONTROL	\$10,000
		OTHER	\$3,780
			<b>\$118,780</b>
<b><u>HVAC SERVICE</u></b>		<b><u>TOTAL SCHOOLS GENERAL SERVICES</u></b>	
PREVENTATIVE MAINTENANCE	\$25,000		<b>\$857,780</b>
REPAIRS	\$50,000		
	<b>\$75,000</b>		
<b><u>ELEVATOR SERVICE</u></b>			
PREVENTATIVE MAINTENANCE/TESTING	\$22,000		
REPAIRS	\$17,000		
	<b>\$39,000</b>		
<b><u>EMERGENCY GENERATOR SERVICE</u></b>			
PREVENTATIVE MAINTENANCE	\$2,500		
REPAIRS	\$10,000		
	<b>\$12,500</b>		
<b><u>FIRE SAFETY SERVICE</u></b>			
FIRE ALARM/SPRINKLER TEST	\$75,000		
FIRE ALARM/SPRINKLER REPAIRS	\$12,500		
FIRE EXTINGUISHER TEST/REPAIRS	\$6,000		
	<b>\$93,500</b>		

\* The spending categories for School Buildings are estimates. The allocation of the \$1,083,280 budget is determined by the School Superintendent and was not finalized when this document went to print.



<p align="center"><b>TOWN OF BROOKLINE FY2011 PROGRAM BUDGET</b></p>	<p align="center"><b>PROGRAM GROUP: Public Works PROGRAM: Department of Public Works</b></p>
<p><b><u>PROGRAM DESCRIPTION</u></b></p> <p>The Department of Public Works is responsible for all endeavors related to planning, designing, operating, maintaining, and managing public ways, park lands, open space, public grounds, Town cemeteries, water distribution systems, sewer collection systems, the collection/disposal of solid waste, and recycling. The Department also provides engineering support services and motor equipment maintenance services to Town departments. The Department's goal is to provide efficient, effective, and economical services to the citizens at the desired level and in compliance with all applicable laws and regulations.</p> <p>The Public Works Department consists of the following sub-programs:</p> <p><b><u>Administration</u></b> - the primary goal of the Division is to provide continuous coordination of all divisions through effective leadership in order to ensure that all functions are carried out completely and efficiently. The specific functions include budget preparation and internal expenditure control; clerical and accounting activities for the processing of payrolls, purchases, billings, utility invoices, and long-range planning; compliance with all federal, state, and local laws and regulations; and interacting with all boards, commissions, and departments as well as with municipal, utility, and regional authorities.</p> <p><b><u>Engineering/Transportation</u></b> - The responsibilities of the Division are centered on providing support to the construction and maintenance divisions of the Department, in addition to handling transportation issues. These responsibilities include preparation of plans, specifications, and bidding documents for various construction projects involving public ways, utilities, parks, open space, playgrounds, and the entire public infrastructure; preparation of estimates and drawings; contract administration and construction inspections; review of all street opening requests by public utilities; supervision of maintenance of the Town's traffic signal and street lighting systems; and the review and approval of plot plans for new buildings.</p> <p>Included in these responsibilities is serving as staff for the six-member Transportation Board, which has the authority to make rules and regulations relative to pedestrian, vehicle, and bicycle movement in the Town. The Division prepares regulations, traffic counts, small traffic studies, plans, and maps, and analyzes proposals. The Division also manages the overnight sticker program, the guest parking program, and the resident and commercial sticker parking programs, and oversees the taxi cab industry, bus lines, and limousine services, all of which are licensed annually.</p>	<p><b><u>Highway</u></b> - This Division maintains a highly visible service to the community. The goal of the Division is to maintain the physical safety and appearance of all public ways. Maintenance on all Public Works vehicles and equipment, as well as vehicles of 10 other departments, is accomplished through this Sub-program, which consists of five elements:</p> <ol style="list-style-type: none"> <li>1. <b><u>Roadway Maintenance</u></b> - responsible for street, sidewalk, and trench repairs, asphalt overlays, granite curbing, and the replacement of Town-owned fences and walls. The School Department also receives maintenance through this element with work accomplished on walkways, school parking areas, and drainage problems.</li> <li>2. <b><u>Street Cleaning</u></b> - keeps all public ways machine-swept and free of litter. To accomplish this year-round task, 125 litter baskets must be emptied daily. Mains are swept three times per week, residential streets are swept approximately every seven to nine days, and leaves, grass, and common litter are removed on a daily basis.</li> <li>3. <b><u>Snow and Ice Control</u></b> - plows and sands approximately 100 miles of street, 29 miles of sidewalk, and hand clears and sands handicap accessible ramps in business and commuter areas. Public ways near churches, temples, bus stops, elderly housing, schools, and residences of paraplegics are given precedence to ensure public safety. The Town plows 29 miles of sidewalks in order to provide access to the elderly and to children along school routes. The sidewalks were selected by a 1978 Snow Committee and were confirmed by a 1983 Moderator's Snow Committee.</li> <li>4. <b><u>Traffic Control/Street Lighting</u></b> - places, repairs, and manufactures street and traffic signs, inspects street lights and traffic signals, maintains parking meters, and letters and paints pavement, crosswalks, and center lines. The street lighting portion of this element funds the operation, maintenance, and energy costs of all street lights and traffic signals in the Town. Maintenance of the Town's Emergency Notification System (public safety call boxes/alarms) was transferred from the Fire Department to this element in the FY10 budget.</li> <li>5. <b><u>Motor Equipment Maintenance</u></b> - utilizing a centralized approach in order to maintain productivity and efficiency, this element maintains and repairs the bulk of the Town's fleet. Repair and maintenance records are kept to establish and monitor accurate operating costs and budget figures. Purchase of service funds are used for major repair items that cannot be serviced at the Municipal Service Center. The supply budget is used for the purchase of all maintenance repair parts to service more than 370 pieces of equipment for 10 departments.</li> </ol>

<b>TOWN OF BROOKLINE FY2011 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Public Works PROGRAM: Department of Public Works</b>
<p><b><u>Sanitation</u></b> - This Division provides for solid waste collection and disposal/ recycling of all household rubbish. The collection and disposal/recycling of this material impacts the health and welfare of the entire community. The effectiveness of this operation depends greatly on the cooperation of residents in complying with established rules and regulations. Collection and disposal of leaves and sweeper debris from public ways for disposal are also incorporated into this sub-program.</p> <p><b><u>Parks and Open Space</u></b> - This Division maintains over 600 acres of Town-owned park and recreation facilities. The goal is to provide a network of well-maintained parks and open spaces that fulfills the passive and active recreational needs of the community, preserves the culture and historic integrity of the landscape, and provides access to all. This objective is accomplished through the goals of the following six elements:</p> <p><b><u>Conservation</u></b> - The seven-member Conservation Commission and staff serve all citizens by protecting and preserving the environment. Functions and goals include the following statutory responsibilities: enforcing local, state, and federal environmental regulations; administering the Wetlands Protection Act and the United States Flood Insurance Program; and administering conservation areas and easements.</p> <p><b><u>Public Grounds</u></b> - The goals of the Public Grounds Element are to maintain 485 acres of public land, comprised of 17 parks, 22 playgrounds, land around 12 public buildings, four parking areas, and 41 traffic islands, for passive and active recreation purposes; provide maintenance and repair of equipment and fixtures; maintain playing fields for the programs of the Recreation and School Departments; and remove snow during the Winter months. The Element also maintains 21 playing fields, 22 tot lots, 19 basketball courts, and 37 tennis court areas through weekly grass cutting, litter pick-up, marking field lines, carpentry, and fence repairs. The Public Grounds Element is also responsible for the Town's athletic facilities providing outdoor and sports recreation.</p> <p><b><u>School Grounds</u></b> - The School Grounds Element provides for the maintenance of and improvements to 32 acres of landscaped areas around 10 public schools. This element is responsible for pruning trees and shrubs, raking leaves, removing litter, cutting grass, fertilizing, and seeding. In the Winter months, functions include snow removal from walks, steps, and the drives on school grounds.</p> <p><b><u>Skating Rink</u></b> - The Skating Rink Element provides for the maintenance and operation of the Larz Anderson outdoor skating rink in coordination with the Recreation Department. The goal is to provide quality management of the outdoor skating facility given the operational challenges due to varying weather conditions.</p>	<p><b><u>Forestry</u></b> - The goal of the Forestry Element is to preserve and maintain over 50,000 shade trees along public ways, parks, school grounds, cemeteries, and all other public grounds. The Element provides for the safety of all public ways and grounds through the removal of dead and dangerous limbs and trees and is responsible for replacing trees in areas where they have been removed.</p> <p><b><u>Cemetery</u></b> - The goals of the Cemetery Element are to maintain and improve the Walnut Hills Cemetery and the Old Burying Ground, which total 48.5 acres, and to provide properly coordinated and dignified burials. Functions include selling lots, recording deeds, constructing foundations, mowing grass areas, pruning shrubs and small trees, laying out and preparing lots, and coordinating burials.</p> <p><b><u>Water and Sewer Enterprise Fund</u></b> - The DPW is responsible for the Water and Sewer Enterprise Fund. For a description of the Enterprise Fund, please see the section that follows this Operating Budget summary for DPW.</p> <p><b><u>BUDGET STATEMENT</u></b>  The FY11 budget reflects a decrease of \$87,320 (0.7%). The decrease in Personnel (\$211,602, 2.9%) reflects a number of changes including the elimination of the Deputy Commissioner position (\$120,675), the elimination of the Systems Administrator (\$69,727), and the elimination of the Building Custodian (\$41,709). The IT position's responsibilities are being placed in the Senior Information Systems Analyst position in the IT Department's budget. Other changes in personnel include increases for Steps (\$23,934), Overtime (\$2,000) and a decrease in Longevity (\$5,425).</p> <p>Services increase \$62,451 (2.1%) and include increases in Data Storage Services (\$54,900), Traffic Control Painting (\$50,000), Building Cleaning Services (\$30,000), Printing Services (\$7,000), and Professional/Technical Services (\$5,000). These increases are offset by decreases in Street Lighting Repair and Maintenance (\$60,000), which reflects savings associated with the consolidated Wire Division, Postage (\$7,000), Communications Equipment Repair (\$7,000), Landscaping Services (\$5,000), the Copier Lease (\$3,852), Skating Rink Repair and Maintenance (\$1,500) and Copier Service (\$97).</p> <p>Supplies increase \$65,400 (8.3%) for Construction Supplies (\$32,000), Agricultural Supplies (\$20,000), Recycling Supplies (\$11,400), and Parking Meter Supplies (\$2,000).</p> <p>The \$3,568 (0.3%) decrease in Utilities reflects decreases in Electricity (\$22,096), Natural Gas (\$5,232), and Heating Oil (\$76), offset by an increase in Gasoline (\$17,503) and Diesel Fuel (\$6,332).</p>



<p align="center"><b>TOWN OF BROOKLINE FY2011 PROGRAM BUDGET</b></p>	<p align="center"><b>PROGRAM GROUP: Public Works PROGRAM: Department of Public Works</b></p>
<p><b><u>BUDGET STATEMENT (con't.)</u></b></p> <p>Capital is level-funded at \$700,000 and funds the equipment detailed in the Capital Outlay Summary (see Section II).</p>	<p><b><u>FY2011 OBJECTIVES</u></b></p> <p><b><u>Administration</u></b></p> <ol style="list-style-type: none"> <li>1. To provide a smooth transition in the Commissioner's office.</li> <li>2. To complete the self-assessment phase of the APWA Accreditation Program.</li> <li>3. To work with the Building Department to complete a feasibility study of the space requirements of the Parks and Open Space Division and the Highway and Sanitation Division at the Municipal Service Center.</li> <li>4. To provide supervisory training for the Department's Working Foremen.</li> <li>5. To complete the implementation of the final phase of the Kronos Time and Attendance System.</li> <li>6. To continue to explore and analyze the recommendations of the Selectmen's Efficiency Initiative Committee relative to out-sourcing services for cost savings.</li> </ol> <p><b><u>Engineering and Transportation</u></b></p> <ol style="list-style-type: none"> <li>1. To continue to review the plans for and monitor the construction of Phase 2 of the sewer separation project in the lower Beacon St. area.</li> <li>2. To close out the Martha's Lane neighborhood remediation project.</li> <li>3. To rehabilitate Winchester Path.</li> <li>4. To install decorative street lights on Harvard St. from Beacon St. to Stedman St.</li> <li>5. To continue to proceed with the Transportation Enhancement application for funding for the Carlton Street Footbridge.</li> <li>6. To rebuild the brick wall and stairs at Lincoln School parking lot off Kennard Rd.</li> <li>7. To reconstruct the Babcock St. and School St. parking lots.</li> <li>8. To design and implement the "On Line" Engineering Division standards for site plans.</li> <li>9. To update the Sewer Use regulations.</li> <li>10. To implement a Residential Neighborhood LED Energy Efficiency Street Light Pilot Program in South Brookline using ARRA funding.</li> <li>11. To implement a Commercial LED Energy Efficiency Street Light Pilot Program on Harvard Street from School Street to Washington Street using ARRA funding.</li> <li>12. To facilitate design and construction of safety improvement projects (if warranted) for the Runkle School, High Street, Pond Avenue, Heath Street, and Lawton Street.</li> <li>13. To continue to work on transitioning the current Taxicab license structure to a medallion based system.</li> <li>14. To develop and implement On-Street Staff Permit Parking Programs at the Pierce and Runkle Schools as requested.</li> <li>15. To continue to administer all parking programs and issue taxi/livery/valet licenses.</li> <li>16. To continue to design and implement portions of the Bicycle Green Routes Plan.</li> <li>17. To continue to upgrade parking meter technology and better manage parking on the public way.</li> </ol>



<b>TOWN OF BROOKLINE FY2011 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Public Works PROGRAM: Department of Public Works</b>
<p><b><u>FY2011 OBJECTIVES (con't.)</u></b></p> <p><b><u>Highway and Sanitation</u></b></p> <ol style="list-style-type: none"> <li>1. To continue the concrete sidewalk replacement program that has been successful in the past three years with in-house personnel.</li> <li>2. To continue the expansion of the Multi-Space parking meter program in other areas of town.</li> <li>3. To research performing streetlight and pavement marking maintenance in-house personnel because of the recent consolidation of the Fire Wire Division.</li> <li>4. To expand the Household Hazardous Waste facility into a more effective operation while increasing public participation.</li> <li>5. To research single stream recycling as an option for the upcoming bid process.</li> <li>6. To maintain an aggressive code enforcement campaign to improve the environmental quality and aesthetics of the community.</li> <li>7. To work with the Solid Waste Advisory Committee on the reduction of solid waste tonnage and increased participation in the recycling program through education and enforcement.</li> <li>8. To fully implement the Cartegraph work order system for all of Highway and Sanitation functions.</li> <li>9. To investigate the feasibility of a town-wide deployment of solar powered litter compactors and public space recycling containers.</li> <li>10. To continue technician training through both on-site and off-site seminars.</li> <li>11. To continue to improve internal customer relationships and service levels.</li> <li>12. To monitor and improve technician productivity.</li> <li>13. To cross-train technicians on all types of town motor equipment to increase versatility and ability to respond to needed equipment repairs.</li> </ol> <p><b><u>Parks and Open Space</u></b></p> <ol style="list-style-type: none"> <li>1. To complete the full renovation of Winthrop Playground.</li> <li>2. To continue the Brookline in Bloom Program.</li> <li>3. To complete the Park database and conversion to GIS.</li> <li>4. To commence preliminary site access improvements and a Park and Recreation Commission-led Design Review Process for the Fisher Hill Reservoir Site.</li> <li>5. To continue to work with project partners, the Massachusetts Delegation and the US Army Corps. of Engineers on the design, funding and implementation of the Muddy River Restoration Project.</li> <li>6. To continue the Summer in the Parks outdoor movie series.</li> <li>7. To investigate the feasibility of a refuse and recycling efficiency program by replacing standard trash receptacles with solar compactors.</li> <li>8. To expand upon the parks recycling program.</li> <li>9. To complete a Parks and Open Space Donation and Sponsorship Policy.</li> <li>10. To continue work on a Park and Field Use, Access and Special Event Policy.</li> </ol>	<p><b><u>FY2011 OBJECTIVES (con't.)</u></b></p> <p><b><u>Parks and Open Space (con't.)</u></b></p> <ol style="list-style-type: none"> <li>11. To continue improvements to the public tree planting, maintenance and removal program.</li> <li>12. To incorporate the GIS street tree inventory into daily tree maintenance reporting.</li> <li>13. To create a Street Tree Master Plan.</li> <li>14. To commence design for new access road and drainage improvements to Larz Anderson Park.</li> <li>15. To commence drainage and ADA improvements at the Soule Recreation Center.</li> <li>16. To complete Conservation and Preservation restrictions for the Fisher Hill Reservoir project.</li> <li>17. To create a Tree Planting Overlay Plan for Larz Anderson Park.</li> </ol> <p><b><u>ACCOMPLISHMENTS</u></b></p> <p><b><u>Administration</u></b></p> <ol style="list-style-type: none"> <li>1. Implemented the Kronos Time and Attendance system for all labor divisions.</li> <li>2. Continued the phased implementation of the Cartegraph work order system in all divisions.</li> <li>3. Completed the analysis of the recommendations of the Selectmen's Efficiency Initiative Committee relative to cost savings for curbside collection of solid waste and solicited proposals for the privatization of fleet maintenance and park landscape maintenance services.</li> <li>4. Consolidated the Parks &amp; Open Space Division at the Municipal Service Center.</li> <li>5. Completed the consolidation of the Fire Department Wire Division under the Traffic Control section of the Highway &amp; Sanitation Division.</li> </ol> <p><b><u>Engineering and Transportation</u></b></p> <ol style="list-style-type: none"> <li>1. Completed Phase 1 of the mitigation of off-site waste in the Martha's Lane neighborhood.</li> <li>2. Developed plans for Phase 2 of the off-site mitigation for the homes on Martha's Lane, Kensington Circle and Arlington Road.</li> <li>3. Monitored the progress of the Beacon Street Reconstruction punch list.</li> <li>4. Conducted two neighborhood meetings relative to the proposed South Street reconstruction and developed 25% plans.</li> </ol>

<p align="center"><b>TOWN OF BROOKLINE FY2011 PROGRAM BUDGET</b></p>	<p align="center"><b>PROGRAM GROUP: Public Works PROGRAM: Department of Public Works</b></p>
<p><b><u>ACCOMPLISHMENTS (con't.)</u></b></p> <p><b><u>Engineering and Transportation (con't.)</u></b></p> <ol style="list-style-type: none"> <li>5. Monitored the construction of Phase 1 and reviewed the plans for Phase 2 of the sewer separation in lower Beacon Street.</li> <li>6. Applied for a grant for LED lights on Harvard Street from School Street to Webster Street.</li> <li>7. Reconstructed Summit Path.</li> <li>8. Constructed the safety improvements at the intersection of Netherlands Road and Parkway Road.</li> <li>9. Revisited the Carlton Street Footbridge reconstruction project for resubmittal for Transportation Enhancement funding.</li> <li>10. Coordinated the MBTA's proposal for the reconstruction of the Dean Road bridge.</li> <li>11. Licensed and inspected all Brookline Taxicabs (185), liveries (3), and Valet Parking Operations (5).</li> <li>12. Performed two major development reviews.</li> <li>13. Administered temporary permit parking and moving/construction sign programs.</li> <li>14. Administered overnight and overnight guest permit parking programs.</li> <li>15. Administered resident and commercial daytime permit parking programs.</li> <li>16. Organized and provided technical support for 11 Transportation Board meetings.</li> <li>17. Provided staff support for the Bicycle Advisory Committee.</li> <li>18. Provided staff support for the Selectmen's Special Committee on Parking.</li> <li>19. Prepared 61 work orders for 250 traffic and parking signs, parking meters, and pavement markings.</li> <li>20. Designed and implemented an On-Street Staff Permit Parking Program for the Devotion and Maimonides Schools.</li> <li>21. Studied and designed safety improvement plans for Longwood Avenue, Coolidge Corner, Washington Square, Welland Road, Carlton Street, and Stedman Street.</li> <li>22. Studied and designed improved bicycle accommodations on Carlton Street and Longwood Avenue.</li> <li>23. Implemented a multi-space meter pilot program in the Babcock and Kent/Webster public lots.</li> <li>24. Implemented a new Special Event Policy to better coordinate public safety activities with the Brookline Police Department.</li> <li>25. Secured additional MAPC grants for the purchase of bicycle racks in commercial districts.</li> <li>26. Developed and implemented a schedule for pavement marking maintenance in off-street parking lots at school, park, and recreational areas throughout town.</li> </ol>	<p><b><u>ACCOMPLISHMENTS (con't.)</u></b></p> <p><b><u>Highway and Sanitation</u></b></p> <ol style="list-style-type: none"> <li>1. Continued the concrete sidewalk replacement program that has been successful in the past three years with in-house personnel.</li> <li>2. Monitored the multi-space meter pilot program for possible expansion in other areas of town.</li> <li>3. Continued to utilize vehicle inspection reports to reduce vehicle failures and improve driver safety standards.</li> <li>4. Successfully operated the Household Hazardous Waste facility once per week seven months per year.</li> <li>5. Completed a smooth transition of the Fire Wire Division to the DPW.</li> <li>6. Successfully consolidated the Parks and Open space and the Highway and Sanitation Divisions into one building and with seasonal satellite storage.</li> <li>7. Worked with other municipal departments on enhancing recycling programs.</li> <li>8. Maintained an aggressive code enforcement campaign to improve the environmental quality and aesthetics of the community.</li> <li>9. Reduced solid waste by 788 tons by working with the Solid Waste Advisory Committee and through education and enforcement procedures.</li> <li>10. Began to utilize the Cartegraph work order system for all of Highway and Sanitation functions.</li> <li>11. Implemented the Cartegraph Fleet Maintenance module.</li> <li>12. Upgraded the computerized fuel management system for better reporting and control.</li> <li>13. Revisited vehicle utilization on a town-wide basis.</li> <li>14. Awarded a grant to implement an Anti-Idling Campaign and for emission reduction devices for refuse trucks.</li> </ol> <p><b><u>Parks and Open Space</u></b></p> <ol style="list-style-type: none"> <li>1. Completed staff training and implementation of the Cartegraph work order system.</li> <li>2. Successfully completed the Dane Park renovation and celebrated its re-opening.</li> <li>3. Completed the public process and new crosswalk to Larz Anderson Park at Goddard Avenue.</li> <li>4. Successfully completed the Juniper Playground renovation with CDBG funding.</li> <li>5. Planted 45,000 bulbs as part of the Brookline in Bloom Program.</li> <li>6. Completed bid/construction documents for a new burial area at the Walnut Hills Cemetery.</li> <li>7. Continued improvements to park, open space and athletic field maintenance and management.</li> <li>8. Completed installation of new handicapped accessible play equipment for 2-5 year olds at the Driscoll School playground.</li> <li>9. Facilitated the transfer of the State-Owned Fisher Hill Reservoir to the Town.</li> <li>10. Created a GIS-layer for park donations and sponsorships.</li> </ol>

<b>TOWN OF BROOKLINE FY2011 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Public Works PROGRAM: Department of Public Works</b>
<p><b><u>ACCOMPLISHMENTS (con't.)</u></b></p> <p><b><u>Parks and Open Space (con't.)</u></b></p> <ol style="list-style-type: none"> <li>11. Completed a full renovation and dedication of the Paul Pender Rotary.</li> <li>12. Completed a full pruning cycle of Beacon Street and Olmsted Park/Riverway trees.</li> <li>13. Completed and launched a new Parks and Open Space website that is fully integrated into the Town's Website.</li> <li>14. Completed structural improvements to the Old Burying Ground Wall and added a memorial inscription recognizing those who had been enslaved and were interred at this historic cemetery.</li> <li>15. Hosted a national training program on maintenance of historic cemeteries at the Old Burying Ground in partnership with the National Park Service and Massachusetts Department of Conservation and Recreation.</li> <li>16. Completed masonry improvements to the headwall at Willow Pond, the culvert to Leverett Pond, and the pedestrian bridge at Leverett Pond.</li> <li>17. Completed a structural assessment of the Temple of Love at Larz Anderson Park.</li> <li>18. Updated the GIS street tree inventory.</li> <li>19. Created a Tree Planting Overlay Plan for Larz Anderson Park.</li> </ol>	

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET						PROGRAM GROUP: Public Works PROGRAM: Department of Public Works					
PERFORMANCE / WORKLOAD INDICATORS						PERFORMANCE / WORKLOAD INDICATORS (con't.)					
	ACTUAL FY2008	ESTIMATE FY2009	ACTUAL FY2009	ESTIMATE FY2010	ESTIMATE FY2011		ACTUAL FY2008	ESTIMATE FY2009	ACTUAL FY2009	ESTIMATE FY2010	ESTIMATE FY2011
<u>ENGINEERING/ TRANSPORTATION</u>						<u>HIGHWAY (con't.)</u>					
						Asphalt Installed (tons)	808	700	776	700	700
% of Roadway Rehab	2.7%	1.5%	1.0%	3.0%	3.0%	Sign Installations	475	500	512	500	500
Overnight Parking Spaces (average utilization)	124	120	104	120	120	Traffic Signal Repair Calls	73	160	114	125	125
Street Permits	733	800	744	700	700	Parking Meter Repairs	5,355	5,500	4,050	5,000	5,000
Public Utility Construction Reviews	5	20	29	5	5	Service Calls	3,994	4,000	3,957	4,000	4,000
Traffic Counts	30	30	25	30	30	Pavement Markings					
CATV Plan Review	1	5	1	1	1	Crosswalks	236	250	197	250	250
Taxi Cab Licenses	187	187	185	185	185	Lines	369,128	380,000	293,899	380,000	380,000
Inspections of Town Licensed Taxi Cabs	390	380	390	390	390	Street Light Outages	963	900	1,093	900	900
Contracts Administered	26	25	27	20	20	% of CDL Drivers Drug/ Alcohol tested	75%	75%	75%	75%	75%
Plot Plan Approvals/ Inspections	25	25	39	25	25	Statutory Inspections of Town-owned Vehicles	374	330	325	350	350
Parking Permits						Scheduled Preventative Maintenance Work Orders (Vehicles)	775	750	740	750	750
Commercial	360	420	345	400	400	Automotive Technician Training Session Hours	120	120	140	140	140
Residential	709	750	1,092	1,000	1,000	Street Cleaning (tons)	1,406	1,500	1,114	1,500	1,500
Temporary	1,547	1,600	2,791	3,000	3,000						
Moving/Construction Signs	6,212	5,000	5,279	5,000	5,000	<u>SANITATION</u>					
Parking/Traffic Inquiries	5,200	5,200	5,200	5,200	5,200	Solid Waste (tons)	10,990	11,600	10,200	10,000	10,000
<u>HIGHWAY</u>						Collection/Disposal (cost per ton)	\$156	\$164	\$164	\$164	\$164
Snow Accumulation	45.9"	60"	70.5"	43"	43"	Recycling (tons)					
Snow Removal By-Law Enforcement						Commingled/Paper	5,061	5,250	4,674	5,500	5,500
Warnings Issued	58	100	180	100	100	Metal	188	260	179	260	260
Citations Issued	1	25	10	25	25	Composting (tons)	3,001	3,000	3,750	3,750	3,750
Concrete Sidewalks Placed (cu. yds.)	998	1,400	734	1,000	1,000						

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET					PROGRAM GROUP: Public Works PROGRAM: Department of Public Works	
PERFORMANCE / WORKLOAD INDICATORS (con't.)						
	ACTUAL FY2008	ESTIMATE FY2009	ACTUAL FY2009	ESTIMATE FY2010	ESTIMATE FY2011	
<b><u>SANITATION (con't.)</u></b>						
% of Solid Waste Diverted						
Due to Recyc./Compost	44%	42%	44%	44%	44%	
Commercial Refuse Establishments	46	50	48	50	50	
<b><u>PARKS AND OPEN SPACE</u></b>						
Wetlands Permits and Certificates Issued	10	11	8	10	10	
Requests from Citizens for Technical Information	650	650	650	650	650	
Turf Grass Restoration Program in Acres	151	175	206	165	165	
Graffiti Removed (# sites)	36	45	25	45	45	
Landscape Improvements to School Grounds incl. Aeration, Overseeding (acres)	33	35	57	35	35	
Vandalism Repairs	8	10	11	10	10	
Public Shade Trees						
Removed	118	125	155	140	140	
Planted	125	120	140	145	145	
Dangerous Limbs and Hangers Removed	405	400	425	400	400	
Pruning and Lifting Trees on Streets (# of streets)	22	25	24	25	25	
Citizen Requests for Pruning of Town-owned Trees	430	450	435	460	460	
Tree Lawns Loamed & Seeded	5	2	2	2	2	
Cemetery:						
Burials	73	70	57	70	70	
Headstones Set	26	25	26	25	25	
Plots sold	94	80	60	80	80	

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET						PROGRAM GROUP: Public Works PROGRAM: Department of Public Works					
<b>PROGRAM COSTS</b>						<b>SUMMARY OF SUB-PROGRAMS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		SUB- PROGRAMS	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Perm FT Salaries	6,229,574	6,690,408	6,482,231	-208,177	-3.1%	Administration	920,805	910,739	752,354	-158,385	-17.4%
Temp/Seasonal	261,271	182,478	182,478	0	0.0%	Engineering/Transportation	929,115	904,252	945,657	41,405	4.6%
Overtime	907,804	247,679	249,679	2,000	0.8%	Highway	6,334,028	5,134,573	5,307,337	172,764	3.4%
Other	269,640	127,316	121,891	-5,425	-4.3%	Sanitation	2,593,323	2,817,840	2,813,173	-4,667	-0.2%
Subtotal	7,668,288	7,247,882	7,036,280	-211,602	-2.9%	Parks and Open Space	3,119,380	3,092,487	2,954,050	-138,436	-4.5%
Services	2,995,498	3,026,900	3,089,351	62,451	2.1%	TOTAL	13,896,651	12,859,892	12,772,571	-87,320	-0.7%
Supplies	1,320,597	784,240	849,640	65,400	8.3%						
Other	25,923	37,150	37,150	0	0.0%	Water and Sewer Enterprise	22,877,148	23,953,371	24,498,222	544,851	2.3%
Utilities	1,174,028	1,043,719	1,040,151	-3,568	-0.3%						
Intergovernmental	20,000	20,000	20,000	0	0.0%						
Capital	692,316	700,000	700,000	0	0.0%						
TOTAL	13,896,651	12,859,892	12,772,571	-87,320	-0.7%						
BENEFITS			4,407,556								
REVENUE	3,486,133	3,222,400	3,228,400	6,000	0.2%						
Water and Sewer Enterprise	22,877,148	23,953,371	24,498,222	544,851	2.3%						
<b>ADMINISTRATION</b>						<b>ENGINEERING/TRANSPORTATION</b>					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	873,046	836,250	650,592	-185,658	-22.2%	Personnel	821,760	789,741	799,019	9,278	1.2%
Services	37,716	49,629	64,777	15,148	30.5%	Services	68,622	34,931	89,983	55,052	157.6%
Supplies	3,820	4,500	4,500	0	0.0%	Supplies	11,096	18,800	18,800	0	0.0%
Other	3,976	16,300	16,300	0	0.0%	Other	572	10,000	10,000	0	0.0%
Capital	2,247	4,060	16,185	12,125	298.6%	Capital	27,066	50,780	27,855	-22,925	-45.1%
TOTAL	920,805	910,739	752,354	-158,385	-17.4%	TOTAL	929,115	904,252	945,657	41,405	4.6%
<b>HIGHWAY</b>						<b>SANITATION</b>					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	3,083,789	2,920,064	2,882,351	-37,713	-1.3%	Personnel	959,281	815,224	817,360	2,136	0.3%
Services	652,705	422,134	440,485	18,351	4.3%	Services	1,588,826	1,877,594	1,858,594	-19,000	-1.0%
Supplies	1,125,770	568,762	612,662	43,900	7.7%	Supplies	8,718	19,800	19,800	0	0.0%
Other	20,049	2,000	2,000	0	0.0%	Other	0	0	0	0	0.0%
Utilities	1,105,103	963,768	965,603	1,835	0.2%	Utilities	11,859	18,027	18,474	447	2.5%
Capital	346,612	257,845	404,237	146,392	56.8%	Capital	24,640	87,195	98,945	11,750	13.5%
TOTAL	6,334,028	5,134,573	5,307,337	172,764	3.4%	TOTAL	2,593,323	2,817,840	2,813,173	-4,667	-0.2%
						<b>PARKS AND OPEN SPACE</b>					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	1,930,412	1,886,602	1,886,958	355	0.0%	Personnel	1,930,412	1,886,602	1,886,958	355	0.0%
Services	647,630	642,612	635,512	-7,100	-1.1%	Services	647,630	642,612	635,512	-7,100	-1.1%
Supplies	171,194	172,378	193,878	21,500	12.5%	Supplies	171,194	172,378	193,878	21,500	12.5%
Other	1,327	8,850	8,850	0	0.0%	Other	1,327	8,850	8,850	0	0.0%
Intergovernmental	20,000	20,000	20,000	0	0.0%	Intergovernmental	20,000	20,000	20,000	0	0.0%
Utilities	57,065	61,924	56,075	-5,849	-9.4%	Utilities	57,065	61,924	56,075	-5,849	-9.4%
Capital	291,751	300,120	152,778	-147,342	-49.1%	Capital	291,751	300,120	152,778	-147,342	-49.1%
TOTAL	3,119,380	3,092,487	2,954,050	-138,436	-4.5%	TOTAL	3,119,380	3,092,487	2,954,050	-138,436	-4.5%

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET						PROGRAM GROUP: Public Works PROGRAM: Department of Public Works					
ENGINEERING/TRANSPORTATION SUB-PROGRAM SUMMARY OF ELEMENTS						HIGHWAY SUB-PROGRAM SUMMARY OF ELEMENTS					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		ELEMENTS	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Engineering	723,670	691,127	675,304	-15,823	-2.3%	Road Maintenance	1,036,129	1,237,415	1,270,432	33,016	2.7%
Transportation	205,445	213,125	270,353	57,228	26.9%	Street Cleaning	836,784	655,982	782,858	126,876	19.3%
TOTAL	929,115	904,252	945,657	41,405	4.6%	Snow and Ice Control	1,623,472	368,127	412,294	44,167	12.0%
ENGINEERING						Traffic Control/Street Lighting	1,062,033	1,312,154	1,265,989	-46,165	-3.5%
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		Motor Equipment Maintenance	1,775,610	1,560,894	1,575,763	14,869	1.0%
				\$ CHANGE	% CHANGE	TOTAL	6,334,028	5,134,573	5,307,337	172,764	3.4%
Personnel	627,951	593,414	599,884	6,470	1.1%	TRAFFIC CONTROL/STREETLIGHTING					
Services	66,511	25,873	26,025	152	0.6%	CLASS OF	ACTUAL	BUDGET	REQUEST	FY11 vs. FY10	
Supplies	8,503	12,800	12,800	0	0.0%	EXPENDITURES	FY2009	FY2010	FY2011	\$ CHANGE	% CHANGE
Other	572	10,000	10,000	0	0.0%	Personnel	300,725	496,648	498,675	2,027	0.4%
Capital	20,134	49,040	26,595	-22,445	-45.8%	Services	177,751	174,514	164,464	-10,050	-5.8%
TOTAL	723,670	691,127	675,304	-15,823	-2.3%	Supplies	45,281	53,750	86,250	32,500	60.5%
TRANSPORTATION						Other	0	0	0	0	0.0%
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		Utilities	501,865	542,087	516,285	-25,802	-4.8%
				\$ CHANGE	% CHANGE	Capital	36,410	45,155	315	-44,840	-99.3%
Personnel	193,809	196,327	199,135	2,808	1.4%	TOTAL	1,062,033	1,312,154	1,265,989	-46,165	-3.5%
Services	2,111	9,058	63,958	54,900	606.1%	MOTOR EQUIPMENT MAINTENANCE					
Supplies	2,593	6,000	6,000	0	0.0%	CLASS OF	ACTUAL	BUDGET	REQUEST	FY11 vs. FY10	
Other	0	0	0	0	0.0%	EXPENDITURES	FY2009	FY2010	FY2011	\$ CHANGE	% CHANGE
Capital	6,932	1,740	1,260	-480	-27.6%	Personnel	808,281	783,790	742,737	-41,053	-5.2%
TOTAL	205,445	213,125	270,353	57,228	26.9%	Services	117,250	121,619	150,169	28,550	23.5%
STREET CLEANING						Supplies	245,852	233,224	233,224	0	0.0%
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		Other	0	0	0	0	0.0%
				\$ CHANGE	% CHANGE	Utilities	603,238	421,681	449,318	27,637	6.6%
Personnel	731,662	601,988	602,644	656	0.1%	Capital	990	580	315	-265	-45.7%
Services	447	514	414	-100	-19.4%	TOTAL	1,775,610	1,560,894	1,575,763	14,869	1.0%
Supplies	12,423	16,900	28,300	11,400	67.5%	SNOW AND ICE CONTROL					
Other	0	0	0	0	0.0%	CLASS OF	ACTUAL	BUDGET	REQUEST	FY11 vs. FY10	
Capital	92,251	36,580	151,500	114,920	314.2%	EXPENDITURES	FY2009	FY2010	FY2011	\$ CHANGE	% CHANGE
TOTAL	836,784	655,982	782,858	126,876	19.3%	Personnel	547,477	83,735	83,735	0	0.0%
ROADWAY MAINTENANCE						Services	356,358	124,124	124,124	0	0.0%
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		Supplies	694,161	158,268	158,268	0	0.0%
				\$ CHANGE	% CHANGE	Other	20,049	2,000	2,000	0	0.0%
Personnel	695,644	953,903	954,559	656	0.1%	Utilities	0	0	0	0	0.0%
Services	898	1,362	1,312	-50	-3.7%	Capital	5,428	0	44,167	44,167	-
Supplies	128,053	106,620	106,620	0	0.0%	TOTAL	1,623,472	368,127	412,294	44,167	12.0%
Other	0	0	0	0	0.0%						
Capital	211,534	175,530	207,940	32,410	18.5%						
TOTAL	1,036,129	1,237,415	1,270,432	33,016	2.7%						

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET						PROGRAM GROUP: Public Works PROGRAM: Department of Public Works					
PARKS AND OPEN SPACE SUB-PROGRAM											
SUMMARY OF ELEMENTS											
ELEMENTS	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10							
				\$ CHANGE	% CHANGE						
Conservation	173,267	127,161	125,962	-1,199	-0.9%						
Public Grounds	1,355,659	1,613,000	1,531,363	-81,638	-5.1%						
School Grounds	944,802	793,866	746,639	-47,228	-5.9%						
Skating Rink	67,255	64,967	64,967	0	0.0%						
Forestry	342,483	297,769	291,694	-6,075	-2.0%						
Cemetery	235,914	195,724	193,427	-2,297	-1.2%						
TOTAL	3,119,380	3,092,487	2,954,050	-138,436	-4.5%						
						PUBLIC GROUNDS					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10							
				\$ CHANGE	% CHANGE						
Personnel	140,202	94,519	94,695	176	0.2%						
Services	11,914	7,072	7,072	0	0.0%						
Supplies	264	1,500	1,500	0	0.0%						
Other	661	1,750	1,750	0	0.0%						
Intergovernmental	20,000	20,000	20,000	0	0.0%						
Capital	226	2,320	945	-1,375	-59.3%						
TOTAL	173,267	127,161	125,962	-1,199	-0.9%						
						SKATING RINK					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10							
				\$ CHANGE	% CHANGE						
Personnel	696,585	564,123	564,212	90	0.0%						
Services	105,869	105,156	105,156	0	0.0%						
Supplies	33,944	43,698	43,698	0	0.0%						
Other	0	0	0	0	0.0%						
Capital	108,405	80,890	33,573	-47,317	-58.5%						
TOTAL	944,802	793,866	746,639	-47,228	-5.9%						
						FORESTRY					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10							
				\$ CHANGE	% CHANGE						
Personnel	209,170	156,764	156,764	0	0.0%						
Services	125,277	129,015	129,015	0	0.0%						
Supplies	8,036	5,600	5,600	0	0.0%						
Other	0	0	0	0	0.0%						
Capital	0	6,390	315	-6,075	-95.1%						
TOTAL	342,483	297,769	291,694	-6,075	-2.0%						
						CEMETERY					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10							
				\$ CHANGE	% CHANGE						
Personnel	202,403	165,246	165,246	0	0.0%						
Services	7,096	14,036	14,036	0	0.0%						
Supplies	5,876	3,580	3,580	0	0.0%						
Other	200	600	600	0	0.0%						
Utilities	2,906	2,682	2,650	-32	-1.2%						
Capital	17,433	9,580	7,315	-2,265	-23.6%						
TOTAL	235,914	195,724	193,427	-2,297	-1.2%						



TOWN OF BROOKLINE FY2011 PROGRAM BUDGET					PROGRAM GROUP: Public Works SUB-PROGRAM: Public Works Administration					
ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2010 SALARY RANGE		FY2010 BUDGET		FY2011 RECOMMENDATION	
			FY2008	FY2009	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	ADMINISTRATION									
	Permanent Full Time Salaries									
	Commissioner	D-9	1.00	1.00	118,385	139,452	1.00	139,452	1.00	139,452
	Deputy Commissioner/Director Water&Sewer	D-7	1.00	1.00	102,445	120,675	1.00	120,675	0.00	0
	Director of Engineering/Transportation	D-6	1.00	1.00	94,856	111,736	1.00	110,085	1.00	111,736
	Director Highway/Sanitation	D-5	1.00	1.00	87,830	103,459	1.00	93,220	1.00	94,618
	Director of Parks and Open Space	D-5	1.00	1.00	87,830	103,459	1.00	98,940	1.00	100,424
	Administrative Manager	T-8	0.00	1.00	64,091	72,516	1.00	65,232	1.00	66,393
	Systems Administrator	T-7	1.00	1.00	61,626	69,727	1.00	69,727	0.00	0
	Administrative Assistant	T-5	1.00	0.00	52,835	59,780	0.00	0	0.00	0
	Accounting/Systems Assistant	C-10	1.00	1.00	48,430	50,493	1.00	50,493	1.00	50,493
	Senior Clerk Typist	C-4	2.00	2.00	36,632	38,386	2.00	81,575	2.00	81,575
	Subtotal		10.00	10.00			10.00	829,400	8.00	644,692
	Other									
513044	Longevity Pay							5,800		4,850
514501	Extra Comp. (In Lieu of Boots)							1,050		1,050
	Subtotal							6,850		5,900
	Total		10.00	10.00			10.00	836,250	8.00	650,592

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET					PROGRAM GROUP: Public Works SUB-PROGRAM: Engineering/Transportation					
ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2010 SALARY RANGE		FY2010 BUDGET		FY2011 RECOMMENDATION	
			FY2008	FY2009	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	ENGINEERING/TRANSPORTATION									
	Permanent Full Time Salaries									
	Transportation Administrator	T-12	1.00	1.00	76,420	86,465	1.00	79,164	1.00	80,574
	Civil Engineer V	EN-5	2.00	2.00	71,749	81,181	2.00	154,207	2.00	155,507
	Project Coordinator	EN-5	1.00	1.00	71,749	81,181	1.00	81,181	1.00	81,181
	Environmental Engineer	EN-5	1.00	1.00	71,749	81,181	1.00	79,761	1.00	81,181
	Transportation Engineer	EN-4	1.00	1.00	67,469	77,887	1.00	68,669	1.00	69,892
	Civil Engineer IV	EN-4	3.00	3.00	67,469	77,887	3.00	208,540	3.00	212,211
	Civil Engineer III	EN-3	2.00	2.00	60,057	67,977	2.00	121,205	2.00	123,385
	Permit Inspector	EN-2	1.00	1.00	50,128	56,718	1.00	53,794	1.00	54,751
	Senior Clerk Secretary	C-8	1.00	1.00	42,871	44,686	1.00	44,067	1.00	44,244
	Subtotal		13.00	13.00			13.00	890,590	13.00	902,925
	Less Charge Off to Wastewater Projects (CIP Funds)							(60,282)		(60,282)
	Less Charge Off to Street Construction Projects (CIP Funds)							(53,794)		(54,751)
	Net Total		13.00	13.00			13.00	776,514	13.00	787,892
510300 513044 514501	Other									
	Overtime							6,802		6,802
	Longevity Pay							6,075		3,975
	Extra Comp. (In Lieu of Boots)							350		350
	Subtotal							13,227		11,127
	Total		13.00	13.00			13.00	789,741	13.00	799,019

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET					PROGRAM GROUP: Public Works SUB-PROGRAM: Highway					
ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2010 SALARY RANGE		FY2010 BUDGET		FY2011 RECOMMENDATION	
			FY2008	FY2009	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	HIGHWAY									
	Permanent Full Time Salaries									
	Fleet Supervisor	T-9	1.00	1.00	66,655	75,417	1.00	75,417	1.00	75,417
	Operations Manager	T-9	1.00	1.00	66,655	75,417	1.00	69,049	1.00	70,278
	General Foreman	GN-13	1.00	1.00	65,360	68,649	1.00	66,439	1.00	67,535
	Traffic and Fire Alarm System Supervisor	GN-13	0.00	0.00	65,360	68,649	1.00	66,439	1.00	67,535
	Motor Equipment Repair Foreman	GN-11	1.00	1.00	60,870	63,933	1.00	63,933	1.00	63,933
	Traffic System Supervisor	GN-11	1.00	1.00	60,870	63,933	0.00	0	0.00	0
	Superintendent of Fire Alarm	GN-11	0.00	0.00	60,870	63,933	1.00	63,933	1.00	63,933
	Signal Maintainer	GN-8	0.00	0.00	51,017	53,585	1.00	53,585	1.00	53,585
	Traffic System Technician	LN-7	2.00	2.00		51,637	1.00	51,637	1.00	51,637
	Building Custodian	MN-2	1.00	1.00	41,709	43,834	1.00	41,709	0.00	0
	Head Clerk	C-8	1.00	1.00	42,871	44,686	1.00	44,688	1.00	44,688
	Asst. Garage Clerk	C-5	1.00	0.00	38,716	40,490	0.00	0	0.00	0
	Working Foreman Motor Equipment Repair	LN-7	2.00	2.00		51,637	2.00	103,275	2.00	103,275
	Welder/Metal Fabricator	LN-7	1.00	1.00		51,637	1.00	51,637	1.00	51,637
	Supervisor of Construction Trades	LN-7	1.00	1.00		51,637	1.00	51,637	1.00	51,637
	Working Foreman Highway	LN-6	6.00	6.00		49,850	6.00	299,100	6.00	299,100
	Motor Equipment Repairperson	LN-6	6.00	6.00		49,850	6.00	299,100	6.00	299,100
	Storekeeper	LN-6	1.00	1.00		49,850	1.00	49,850	1.00	49,850
	MEO III	LN-5	3.00	3.00		48,863	3.00	146,589	3.00	146,589
	Mason	LN-3	1.00	1.00		43,901	1.00	43,901	1.00	43,901
	Highway Maintenance Craftsperson	LN-3	3.00	2.00		43,901	2.00	87,802	2.00	87,802
	Carpenter Laborer Craftsperson	LN-3	2.00	1.00		43,901	1.00	43,901	1.00	43,901
	MEO II	LN-3	14.00	16.00		43,901	15.00	658,515	15.00	658,515
	Painter and Laborer	LN-2	2.00	2.00		41,997	2.00	83,994	2.00	83,994
	MEO I	LN-2	2.00	2.00		41,997	2.00	83,994	2.00	83,994
	Laborer	LN-1	1.00	2.00		39,810	2.00	79,620	2.00	79,620
	Subtotal		55.00	55.00			55.00	2,679,744	54.00	2,641,456
	Other									
510140	Shift Differential							20,802		20,802
510143	Working-Out-of-Classification Pay							18,704		18,704
	Overtime Total							157,639		159,639
510300	Snow							80,127		80,127
510343	Emergency							18,007		18,007
510344	Scheduled							32,167		34,167
510345	Special Events							6,558		6,558
510346	Taxi Cab Inspections							20,780		20,780
513044	Longevity Pay							22,225		20,800
514501	Extra Comp. (In Lieu of Boots)							350		350
515501	Uniform/Clothing Allowance							18,600		18,600
515505	Tool Allowance							2,000		2,000
	Subtotal							240,320		240,895
	Total		55.00	55.00			55.00	2,920,064	54.00	2,882,351

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET					PROGRAM GROUP: Public Works SUB-PROGRAM: Sanitation					
ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2010 SALARY RANGE		FY2010 BUDGET		FY2011 RECOMMENDATION	
			FY2008	FY2009	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
	SANITATION									
510101	Permanent Full Time Salaries									
	Environmental Health Supervisor	T-8	0.00	0.00	64,091	72,517	1.00	70,002	1.00	71,248
	Environmental Health Supervisor	T-7	1.00	1.00	61,626	69,727	0.00	0	0.00	0
	Sanitation Foreman	GN-9	1.00	1.00	53,058	55,728	1.00	53,934	1.00	54,824
	Environmental Health Specialist	GN-8	1.00	1.00	51,017	53,585	1.00	53,585	1.00	53,585
	Sanitation Truck Supervisor	LN-5	5.00	4.00		48,863	4.00	195,452	4.00	195,452
	MEO II	LN-3	6.00	4.00		43,901	4.00	175,604	4.00	175,604
	Transfer Station Scale Operator	LN-3	1.00	1.00		43,901	1.00	43,901	1.00	43,901
	Laborer	LN-1	4.00	3.00		39,810	3.00	119,430	3.00	119,430
	Subtotal		19.00	15.00			15.00	711,908	15.00	714,044
510901	Temporary Part Time Salaries									
	Laborer (18 weeks) *		2.07	2.07		\$12.74/hr	2.07	55,065	2.07	55,065
	Subtotal		2.07	2.07			2.07	55,065	2.07	55,065
	Other									
510143	Working-Out-of-Classification Pay							6,195		6,195
510300	Overtime							25,606		25,606
513044	Longevity Pay							9,300		9,300
514501	Extra Comp. (In Lieu of Boots)							350		350
515501	Uniform/Clothing Allowance							6,800		6,800
	Subtotal							48,251		48,251
	* Rates shown are as of 7/1/2010									
	Total		21.07	17.07			17.07	815,224	17.07	817,360

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET					PROGRAM GROUP: Public Works SUB-PROGRAM: Parks and Open Space					
ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2010 SALARY RANGE		FY2010 BUDGET		FY2011 RECOMMENDATION	
			FY2008	FY2009	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
	PARKS AND OPEN SPACE									
510101	Permanent Full Time Salaries									
	Operations Manager	T-9	1.00	1.00	66,655	75,417	1.00	75,417	1.00	75,417
	Conservation Administrator	T-9	1.00	1.00	66,655	75,417	1.00	75,417	1.00	75,417
	Landscape Planner/Architect	T-9	1.00	1.00	66,655	75,417	1.00	75,417	1.00	75,417
	Town Arborist	GN-13	1.00	1.00	65,360	68,649	0.00	0	0.00	0
	General Foreman	GN-13	1.00	1.00	65,360	68,649	1.00	68,649	1.00	68,649
	Landscape Architect	T-6	1.00	1.00	57,061	64,562	1.00	63,433	1.00	64,562
	Cemetery Supervisor	GN-9	1.00	1.00	53,058	55,728	1.00	55,728	1.00	55,728
	Senior Garage Clerk	C-8	1.00	1.00	42,871	44,686	1.00	44,686	1.00	44,686
	Conservation Assistant	C-8	1.00	1.00	42,871	44,686	1.00	43,891	1.00	44,067
	Athletic Fields Director	GN-9	1.00	1.00	53,058	55,728	1.00	55,728	1.00	55,728
	Zone Manager	LN-6	4.00	4.00		49,850	4.00	199,400	4.00	199,400
	MEO III	LN-5	1.00	1.00		48,863	1.00	48,863	1.00	48,863
	Forestry Zone Manager	LN-6	1.00	1.00		49,850	1.00	49,850	1.00	49,850
	Park Maintenance Craftsman	LN-3	7.00	7.00		43,901	7.00	307,307	7.00	307,307
	Gardener Laborer	LN-2	13.00	13.00		41,997	13.00	545,961	13.00	545,961
	Subtotal		36.00	36.00			35.00	1,709,747	35.00	1,711,052
	Park Project Charge Off (CIP Funds)							(49,340)		(49,340)
	Subtotal							1,660,407		1,661,712
510901	Temporary Part Time Salaries *									
	Laborer (25 weeks)		4.79	4.79		\$12.74/hr	4.79	127,413	4.79	127,413
	Subtotal		4.79	4.79			4.79	127,413	4.79	127,413
	Other									
510140	Shift Differential							1,814		1,814
510143	Working-Out-of-Classification Pay							7,537		7,537
	Overtime Total							57,632		57,632
510300	Regular							51,416		51,416
510345	Special Events							6,215		6,215
513044	Longevity Pay							11,600		10,650
514501	Extra Comp. (In Lieu of Boots, Arborist Stipend)							6,200		6,200
515501	Uniform/Clothing Allowance							14,000		14,000
	Subtotal							98,783		97,833
	Total		40.79	40.79			39.79	1,886,602	39.79	1,886,958
	* Rates shown are as of 7/1/2010									

<b>TOWN OF BROOKLINE FY2011 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Public Works PROGRAM: Water and Sewer Enterprise Fund</b>
<p><b><u>PROGRAM DESCRIPTION</u></b></p> <p>The Water and Sewer Division is responsible for operating and maintaining the municipal water distribution system, the sanitary sewer system, and the stormwater collection system in accordance with industry standards and all applicable federal, state, and local regulations, including those promulgated by the Massachusetts Water Resources Authority (MWRA). The goals of the Division are to provide adequate and reliable water for domestic use and fire protection and to safely collect and convey wastewater from homes, businesses, institutions, and roadways. The specific functions are outlined under the Water and Sewer Sub-programs below.</p> <p>The finances are handled via an Enterprise Fund, which was established by Town Meeting in 2001 when the provisions of Chapter 44, Section 53F1/2 were accepted. Prior to that vote, the Water and Sewer operations were counted as General Fund expenditures and the revenue generated was counted as a Local Receipt of the General Fund. Treating the Water and Sewer operation as an enterprise fund allows for the use of the full accrual basis of accounting, a requirement of the Government Accounting Standards Board's (GASB) statement #34. The Enterprise Fund fully reimburses the General Fund for expenses incurred on behalf of the water and sewer operation, including fringe benefits.</p> <p>The <b>Water Sub-program</b> is responsible for maintaining and operating the municipal water distribution system in accordance with industry standards promulgated by the American Water Works Association and all applicable state and federal regulations. The goals of the Division are to provide adequate and reliable water for domestic use and fire protection while promoting the health, safety, and welfare of the community. The specific functions of the Sub-Program are:</p> <ol style="list-style-type: none"> <li>1. Maintenance and repair of 135 miles of water mains, 10,000 service connections, 1,500 hydrants, and 2,000 valves;</li> <li>2. Repair and replacement of 10,000 water meters;</li> <li>3. Investigation of customer complaints for high bills, poor pressure, and leaks;</li> <li>4. Maintenance of public water supply services, reservoirs, and grounds;</li> <li>5. Snow removal from fire hydrants;</li> <li>6. Processing of water and sewer utility invoices;</li> <li>7. Inspection of public and private plumbing systems in compliance with state regulations for cross-connection control; and,</li> <li>8. Administration of programs to promote water conservation.</li> </ol>	<p><b><u>PROGRAM DESCRIPTION (con't.)</u></b></p> <p>The <b>Sewer Sub-program</b> is responsible for maintaining and operating the municipal sewer and surface water drain systems in accordance with all applicable state, federal, and MWRA regulations for the collection and discharge of wastewater. The specific functions of the Sub-program are:</p> <ol style="list-style-type: none"> <li>1. Operate, maintain, and repair 103 miles of sewer mains and 117 miles of surface water drains;</li> <li>2. Clean, maintain, and repair 2,344 catch basins and 1,675 manhole structures;</li> <li>3. Remove snow from catch basins to provide for roadway drainage during storms;</li> <li>4. Investigate customer complaints for sewer backups and drainage problems;</li> <li>5. Perform investigations and analyses to determine system capacity and structural deficiencies.</li> </ol> <p><b><u>BUDGET STATEMENT</u></b></p> <p>The FY11 budget reflects an increase of \$544,851 (2.3%), driven largely by the MWRA Assessments. Personnel increases \$120,435 (5.7%) reflecting the re-establishment of the Director of Water and Sewer position directly in the Enterprise Fund (\$94,856), which is offset by a decrease in the Intragovernmental chargeback. Other personnel adjustments include Steps (\$3,572), Longevity (\$350), and a collective bargaining increase of \$21,657 that represents a 1% wage increase assumption for FY11.</p> <p>The increase in Services (\$20,087, 6.9%) is due to Data Processing Software Maintenance (\$45,000), Data Processing Equipment Repair and Maintenance (\$15,000), and Copier Service (\$87). These increases are partially offset by a decrease in Catch Basin Sediment Disposal (\$30,000) and Public Building Repair and Maintenance (\$10,000).</p> <p>Utilities increase \$26,701 (19.6%) due to an increase in prices for Gasoline (\$24,176), Diesel Fuel (\$2,316) and Heating Oil (\$284) and an increase in Natural Gas (\$21), slightly offset by a decrease in Electricity (\$96). Capital decreases \$139,400 (49.8%) and funds the equipment detailed in the Capital Outlay Summary (see Section II).</p> <p>Intergovernmental increases \$810,900 (5%) for the MWRA Assessment. (It should be noted that these are estimates and the final figures will be known in the Spring.) The Intragovernmental Reimbursement decreases \$365,803 (17.9%), reflecting the change in the Director's position along with GIC and Worker's Compensation savings. Debt Service increases \$65,960 (2.7%). Lastly the Reserve increases \$5,972 (2.5%).</p>

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET	PROGRAM GROUP: Public Works PROGRAM: Water and Sewer Enterprise Fund				
<b><u>FY2011 OBJECTIVES</u></b> 1. To continue the purchase and installation of large commercial water meters with the fixed network radio frequency reading system. 2. To redesign the existing database coding system to further identify and refine water use patterns for commercial and institutional customers. 3. To continue the infiltration and inflow removal program to reduce sanitary sewage flows to the MWRA Deer Island Treatment Plant. 4. To begin construction of the Phase 2 Sewer Separation Program in North Brookline and lower Beacon Street. 5. To begin the process of draining the abandoned cover reservoir at Fisher Hill and capping all water system connections. 6. To expand the annual uni-directional flushing program to semi-annual in order to cover a larger area of the town. 7. To provide further training of all supervisory personnel in the use of the Cartegraph work order system for management reporting. 8. To continue to promote programs that will ultimately reduce the unaccounted-for water consumption to a level of 10% or lower.	<b>PERFORMANCE / WORKLOAD INDICATORS</b>				
	ACTUAL FY2008	ESTIMATE FY2009	ACTUAL FY2009	ESTIMATE FY2010	ESTIMATE FY2011
<u>Performance:</u>					
Water Demand - MGD	5.61	5.60	5.34	5.40	5.40
Avg. Daily Sanitary Flow - MGD	9.56	9.80	10.87	10.50	10.30
Unaccounted Water - %	11.5%	11.0%	10.9%	10.8%	10.5%
<u>Catch Basin Cleaning:</u>					
Number of Basins	1,750	1,875	1,435	1,800	1,800
% of Total Basins	74.7%	80.0%	61.2%	76.9%	76.9%
Total Sediments (tons)	1,905	1,800	1,980	2,000	2,000
<u>Cross Connection</u>					
Revenue	\$41,665	\$50,000	\$58,760	\$60,000	\$60,000
<u>Workload:</u>					
<u>Complaint Responses:</u>					
Water	378	350	377	375	350
Sewer	112	150	129	125	125
Service Responses	645	600	551	600	600
Service Pipes Installed	233	200	185	225	225
<u>Hydrants Repaired/ Replaced</u>					
	48	40	46	50	50
Sewer Structures Repaired	72	60	82	75	75
<u>Sewerage Blockages</u>					
Repaired	16	15	21	20	20
<b><u>ACCOMPLISHMENTS</u></b> 1. Completed the replacement of all public water meters sized 2-inch or less with new AMCO water meters with fixed network radio reading systems. 2. Continued the phased implementation of the Cartegraph work order system for request tracking, work order generation and fleet maintenance. 3. Completed the conversion of the pipeline video inspection unit with new DVD imaging and recording. 4. Continued the construction of Phase 1 of the Sewer Separation project in north Brookline and provided assistance to BETA Group for the completion of the final design for Phase 2. 5. Continued working toward the reduction of unaccounted-for water in the distribution system and the further reduction of average daily water use to 65 gallons per capita per day (GPCD) as mandated by the new regulations outlined in the Water Management Act. 6. Increased the backflow device testing program to comply with 310 CMR 22.00 - Drinking Water Regulations for device testing frequencies. 7. Continued the hydrant restoration and replacement program. 8. Fully implemented the Uni-directional Flushing Program to protect water quality as mandated by the Department of Environmental Protection. 9. Updated the Division's "Water System Emergency Response Plan" to reflect changes in state DEP regulations enacted in 2008. 10. Completed the drainage and overflow improvements at the Singletree Hill Water Storage Tank as mandated by the DEP for cross connection control.					

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET						PROGRAM GROUP: Public Works PROGRAM: Water and Sewer Enterprise Fund					
SUB-PROGRAM COSTS						SUMMARY OF SUB-PROGRAMS					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		ELEMENTS	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	2,087,083	2,125,053	2,245,488	120,435	5.7%	Water	10,568,879	10,723,023	10,780,895	57,872	0.5%
Services	213,806	289,294	309,381	20,087	6.9%	Sewer	11,240,073	13,230,349	13,717,327	486,979	3.7%
Supplies	101,835	118,815	118,815	0	0.0%	TOTAL	21,808,951	23,953,371	24,498,222	544,851	2.3%
Other	785	6,400	6,400	0	0.0%						
Utilities	165,457	136,297	162,998	26,701	19.6%						
Capital	404,299	279,700	140,300	-139,400	-49.8%						
Intergovernmental	15,515,004	16,242,610	17,053,510	810,900	5.0%						
Intragovernmental Reimbursement	1,877,687	2,046,265	1,680,462	-365,803	-17.9%						
Debt Service	1,442,995	2,472,352	2,538,312	65,960	2.7%						
Reserve	0	236,585	242,557	5,972	2.5%						
TOTAL	21,808,951	23,953,371	24,498,222	544,851	2.3%						
BENEFITS			1,135,449								
REVENUE	22,958,486	23,953,371	24,498,222	544,851	2.3%						

WATER						SEWER					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	1,831,410	1,850,202	1,919,869	69,667	3.8%	Personnel	255,674	274,851	325,619	50,768	18.5%
Services	102,595	102,968	153,055	50,087	48.6%	Services	111,211	186,326	156,326	-30,000	-16.1%
Supplies	83,633	97,815	97,815	0	0.0%	Supplies	18,202	21,000	21,000	0	0.0%
Other	785	6,400	6,400	0	0.0%	Other	0	0	0	0	0.0%
Utilities	165,457	136,297	162,998	26,701	19.6%	Capital	123,905	138,300	52,000	-86,300	-62.4%
Capital	280,394	141,400	88,300	-53,100	-37.6%	Intergovernmental	10,299,870	11,000,000	11,550,000	550,000	5.0%
Intergovernmental	5,215,134	5,242,610	5,503,510	260,900	5.0%	Intragovernmental Reimb.	431,211	439,320	320,058	-119,263	-27.1%
Intragovernmental Reimbursement	1,446,476	1,606,944	1,360,404	-246,541	-15.3%	Debt Service	0	1,040,135	1,156,510	116,375	11.2%
Debt Service	1,442,995	1,432,218	1,381,802	-50,415	-3.5%	Reserve	0	130,417	135,815	5,398	4.1%
Reserve	0	106,169	106,742	573	0.5%	TOTAL	11,240,073	13,230,349	13,717,327	486,979	3.7%
TOTAL	10,568,879	10,723,023	10,780,895	57,872	0.5%						



TOWN OF BROOKLINE FY2011 PROGRAM BUDGET					PROGRAM GROUP: Public Works PROGRAM: Water and Sewer					
ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2010 SALARY RANGE		FY2010 BUDGET		FY2011 RECOMMENDATION	
			FY2008	FY2009	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Director of Water and Sewer	D-6	0.00	0.00	94,856	111,736	0.00	0	1.00	94,856
	Operations Manager - Water and Sewer	T-9	1.00	1.00	66,655	75,417	1.00	75,417	1.00	75,417
	Water Works Division Foreman	GN-13	1.00	1.00	65,360	68,649	1.00	66,439	1.00	67,535
	Business Manager	G-14	1.00	1.00		55,433	1.00	55,433	1.00	55,433
	Utilities Foreman	GN-9	1.00	1.00	53,058	55,728	1.00	54,021	1.00	54,824
	Water Service Inspector	GN-9	1.00	1.00	53,058	55,728	1.00	54,021	1.00	54,824
	Backflow Preventer Technician	GN-8	1.00	1.00	51,017	53,585	1.00	53,585	1.00	53,585
	Water Meter Foreman	GN-8	1.00	1.00	51,017	53,585	1.00	52,715	1.00	53,585
	Senior Clerk Typist	C-8	1.00	1.00	42,871	44,686	1.00	44,686	1.00	44,686
	Working Foreman Motor Eq. Repair	LN-7	1.00	1.00		51,637	1.00	51,637	1.00	51,637
	Working Foreman Utilities	LN-6	6.00	6.00		49,850	6.00	299,100	6.00	299,100
	Motor Equipment Repairperson	LN-6	1.00	1.00		49,850	1.00	49,850	1.00	49,850
	MEO III	LN-5	3.00	3.00		48,863	3.00	146,589	3.00	146,589
	MEO II	LN-3	5.00	5.00		43,901	4.00	175,604	4.00	175,604
	Water Meter Serviceperson	LN-3	4.00	4.00		43,901	3.00	131,703	3.00	131,703
	Water Works Serviceperson	LN-3	5.00	4.00		43,901	4.00	175,604	4.00	175,604
	Carpenter & Laborer	LN-3	1.00	1.00		43,901	1.00	43,901	1.00	43,901
	Water Meter Reader	LN-3	0.00	0.00		43,901	0.00	0	0.00	0
	Utility Craftsperson	LN-3	6.00	6.00		43,901	6.00	263,406	6.00	263,406
	Pipe Layer Laborer	LN-2	3.00	3.00		41,997	3.00	125,991	3.00	125,991
	Subtotal		43.00	42.00			40.00	1,919,701	41.00	2,018,129
510901	Temporary Part Time Salaries									
	Co-op Student		0.50	0.50			0.50	15,000	0.50	15,000
	Subtotal		0.50	0.50			0.50	15,000	0.50	15,000
	Other									
510140	Shift Differential							16,731		16,731
510143	Working-Out-of-Classification Pay							6,214		6,214
	Overtime Total							124,607		124,607
510300	Overtime							31,374		31,374
510343	Emergencies							78,086		78,086
510344	Scheduled							15,147		15,147
513044	Longevity Pay							26,100		26,450
514501	Extra Comp. (In Lieu of Boots)							700		700
515501	Uniform/Clothing Allowance							15,600		15,600
515505	Tool Allowance							400		400
	Subtotal							190,352		190,702
	Collective Bargaining									21,657
	Total		43.50	42.50			40.50	2,125,053	41.50	2,245,488

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET	PROGRAM GROUP: Cultural Services PROGRAM: Library
<p><b><u>PROGRAM DESCRIPTION</u></b></p> <p>The Library Trustees and staff are responsible for providing a full spectrum of high quality library services for the education, cultural enrichment, and reading pleasure of all residents of Brookline. Library service is provided from the Main Library at 361 Washington Street and from two community branch libraries: Coolidge Corner (31 Pleasant Street) and Putterham (959 West Roxbury Parkway). The Library's on-line catalog can be accessed via the Internet at <a href="http://brooklinema.gov/library">brooklinema.gov/library</a>.</p> <p>Library holdings include more than 350,000 books, extensive back-files of periodicals and newspapers, current subscriptions to over 700 magazines, audiocassettes, videotapes, and compact discs. The Library also makes available electronic access to a growing number of information sources and to the Internet. Since 1997, the Library has been a member of the Minuteman Library Network (MLN), a cooperative on-line circulation, catalog, and information network that makes the circulating collections of 40 libraries in Eastern Massachusetts conveniently available for Brookline residents.</p> <p>The Library consists of the following six sub-programs:</p> <p>The <b>Administrative and Support Sub-program</b> is responsible for the organization and management of the libraries. The staff keeps informed of current developments in the library field, initiates appropriate programs to best serve the public, evaluates existing library services based on community needs, and prepares long- and short-range plans for review by the Library Board of Trustees.</p> <p>The <b>Central Library Services Sub-program</b> is responsible for the selection of new books and other materials for the library's collections; answering information and reference questions in person and by telephone; maintaining general reference, fiction, and non-fiction collections; and managing several special collections including local history, periodicals, business information services, indexes, recordings, DVDs, CDs, books-on-tape, large print and foreign language books, and young adult materials. Staff assists the public in the use of electronic information sources and provides Internet access.</p> <p>The <b>Branch Services Sub-program</b>, comprised of the Coolidge Corner and Putterham Branch Libraries, provides a broad range of library services for adults and children. Branch collections, hours of service, and programs are designed to reflect the demographics and information needs of their respective neighborhoods.</p>	<p><b><u>PROGRAM DESCRIPTION (con't.)</u></b></p> <p>The <b>Children's Services Sub-program</b> provides library and information services for children below the seventh grade. Staff aid children in the selection of appropriate material for school assignments and in choosing books for leisure reading. Books, CDs, DVDs, and tapes are checked out for home use. In addition, a growing number of electronic information sources are also available for use.</p> <p>The <b>Circulation and Support Services Sub-program</b> is responsible for the acquisition, preparation, and circulation control of all library books and other materials for all Brookline libraries.</p> <p>The <b>Plant Maintenance Sub-program</b> is responsible for cleaning the three libraries, including floors, furnishings, shelves, and books; monitors the proper functioning of the lighting, heating, and air conditioning systems, including emergency repairs; makes routine repairs to buildings and equipment; cooperates with other staff in the maintenance of security within the buildings; and informs the administration and Building Department of emergency and other repair needs.</p> <p><b><u>BUDGET STATEMENT</u></b></p> <p>The FY11 budget reflects an increase of \$7,921 (0.2%). Personnel decreases \$25,998 (1%) due to the elimination of a Library Assistant II (\$38,193) and a \$1,111 decrease in Clothing Allowance, slightly offset by increases in Steps (\$11,842) and Longevity (\$1,463).</p> <p>The \$11,538 (2.3%) increase in Supplies is for Library Materials. Utilities increase by \$22,381 (8%) for Electricity (\$21,512), and Natural Gas (\$869).</p> <p>Capital is level funded at \$52,101 and supports 100 leased PC's in the three libraries and five leased PC's for administration.</p>

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET	PROGRAM GROUP: Cultural Services PROGRAM: Library					
<b><u>FY2011 OBJECTIVES</u></b> 1. To continue to adapt library services to meet the changing needs of library users. 2. To continue to work with the Brookline Library Foundation and the Friends of the Brookline Public Library to enhance library services. 3. To continue to place the highest priority on customer service. 4. To renew staff development efforts. 5. To increase by 5% the number of people attending library sponsored programs. 6. To continue to work with the Brookline School and Recreation Departments and Steps to Success to increase the number of low-income children participating in our summer reading program. 7. To provide on-going training to library patrons in the use of RFID self-checkout systems. 8. By year end, to have at least 25% of all checkout transactions take place at self-service stations. 9. As the result of a publicity campaign, to increase the use of downloadable audio and e-books by 30% over FY2009 levels.  <b><u>ACCOMPLISHMENTS</u></b> 1. Improved service by using more than 4,000 hours of work study students' time 2. Increased circulation of library materials by more than 6%. 3. Using Town funds, replaced the heating ventilation and air conditioning system and some of the furnishings at the Putterham Branch. Painting, electrical work and some plumbing was also completed as part of this project 4. Using funds from the Brookline Library Foundation, replaced the cork floor and provided additional furniture and equipment for the Putterham Branch. 5. During the eight months of construction, maintained service to the neighborhood by operating a "mini-branch" in the Putterham Library meeting room. 6. Enhanced the ability to serve the public with the implementation of RFID technology at all three libraries. 7. Through the Minuteman Library Network, offered patrons the ability to download audio-books and e-books to their computer, audio-player, or hand held device. 8. Increased by 11% the number of people who attended library programs. 9. Successfully served 485 children as part of Starship Adventure, the statewide summer reading program. 10. Enhanced awareness of library sponsored programs and services by establishing an account on Twitter.	PERFORMANCE / WORKLOAD INDICATORS					
		ACTUAL FY2008	ESTIMATE FY2009	ACTUAL FY2009	ESTIMATE FY2010	ESTIMATE FY2011
	Total Circulation	1,290,102	1,325,000	1,402,156	1,500,000	1,600,000
	Total Attendance	698,227	710,000	732,402	750,000	800,000
	Volumes Added	31,089	30,000	30,927	30,000	30,000
	Volumes Withdrawn	22,694	26,500	34,543	40,000	25,000
	Interlibrary Loan:					
	Borrowed	132,023	138,000	154,258	155,000	156,000
	Loaned	95,972	95,000	118,672	120,400	125,000
	Non-MLN items borrowed	1,320	1,400	1,318	1,350	1,375
	Non-MLN items loaned	2,914	3,000	3,085	3,100	3,200
	Main Library					
	Circulation	645,833	660,000	697,489	750,000	800,000
	Attendance	384,565	390,000	404,208	425,000	440,000
	Volumes Added	18,775	17,600	17,732	17,625	17,600
	Volumes Withdrawn	13,510	17,000	16,586	20,500	15,000
	Coolidge Corner					
	Circulation	402,362	420,000	436,503	480,000	502,800
	Attendance	234,690	240,000	246,424	270,000	275,000
	Volumes Added	8,671	8,700	9,415	9,375	9,000
	Withdrawn volumes	4,471	3,500	8,227	16,500	7,000
	Putterham					
	Circulation	144,438	150,000	149,492	145,000	167,000
	Attendance	78,972	80,000	81,770	55,000	85,000
	Volumes Added	3,643	3,700	3,780	3,000	3,400
	Withdrawn volumes	4,713	5,000	9,730	3,000	3,000
	<i>Note: In FY09 Putterham Library was closed for approx. 2 months for HVAC repairs.</i>					
	<i>In FY10 Putterham Library is expected to be closed for approx. 7 months to complete HVAC repairs.</i>					
	Children's					
	Circulation	245,848	260,000	273,184	289,500	304,000
	Main	128,382	135,000	143,249	153,000	160,300
	Coolidge	74,592	80,000	85,441	91,000	95,000
	Putterham	42,874	45,000	44,494	45,500	48,700
	% of Total Materials					
	Budget for Children	14%	17%	17%	17%	17%
	Volumes Added (All)	7,300	N/A	8,251	8,000	8,000
	Withdrawn Volumes (All)	4,310	4,000	6,415	8,000	8,000
	Story Hours (All)	216	225	283	250	275
	Program Attendance (All)	14,754	15,000	16,507	15,500	16,000
	Patrons Added to Database	5,813	6,000	6,198	6,500	7,000

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET						PROGRAM GROUP: Cultural Services PROGRAM: Library					
<b>PROGRAM COSTS</b>						<b>SUMMARY OF SUB-PROGRAMS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		SUB- PROGRAMS	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	2,497,814	2,478,240	2,452,242	-25,998	-1.0%	Administration	277,177	360,478	360,478	0	0.0%
Services	138,853	141,702	141,702	0	0.0%	Central Library Services	867,647	977,279	983,796	6,517	0.7%
Supplies	533,278	503,454	514,992	11,538	2.3%	Branch Library Services	895,903	820,914	802,037	-18,877	-2.3%
Other	1,307	4,502	4,502	0	0.0%	Children's Services	248,377	245,017	243,675	-1,341	-0.5%
Utilities	287,592	281,307	303,688	22,381	8.0%	Circulation/Support Services	770,560	648,391	653,116	4,725	0.7%
Capital	30,256	52,101	52,101	0	0.0%	Plant Maintenance	429,436	409,229	426,125	16,897	4.1%
<b>TOTAL</b>	<b>3,489,100</b>	<b>3,461,306</b>	<b>3,469,227</b>	<b>7,921</b>	<b>0.2%</b>	<b>TOTAL</b>	<b>3,489,100</b>	<b>3,461,306</b>	<b>3,469,227</b>	<b>7,921</b>	<b>0.2%</b>
<b>BENEFITS</b>			880,041								
<b>REVENUE</b>	<b>109,376</b>	<b>110,000</b>	<b>110,000</b>	<b>0</b>	<b>0.0%</b>						
<b>ADMINISTRATION</b>						<b>CENTRAL LIBRARY SERVICES</b>					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	246,916	346,836	346,836	0	0.0%	Personnel	573,063	651,220	650,936	-284	0.0%
Services	9,580	6,098	6,098	0	0.0%	Services	7,769	11,454	11,454	0	0.0%
Supplies	576	1,141	1,141	0	0.0%	Supplies	275,951	282,805	289,606	6,801	2.4%
Other	597	3,502	3,502	0	0.0%	Other	115	0	0	0	0.0%
Capital	19,507	2,901	2,901	0	0.0%	Capital	10,749	31,800	31,800	0	0.0%
<b>TOTAL</b>	<b>277,177</b>	<b>360,478</b>	<b>360,478</b>	<b>0</b>	<b>0.0%</b>	<b>TOTAL</b>	<b>867,647</b>	<b>977,279</b>	<b>983,796</b>	<b>6,517</b>	<b>0.7%</b>
<b>BRANCH LIBRARY SERVICES</b>						<b>CHILDREN'S SERVICES</b>					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	644,965	557,121	529,375	-27,746	-5.0%	Personnel	175,135	165,066	161,827	-3,239	-2.0%
Services	11,370	18,262	18,262	0	0.0%	Services	485	1,455	1,455	0	0.0%
Supplies	151,563	118,767	121,606	2,840	2.4%	Supplies	72,565	78,295	80,193	1,898	2.4%
Other	0	250	250	0	0.0%	Other	192	200	200	0	0.0%
Utilities	88,005	109,114	115,144	6,030	5.5%	Capital	0	0	0	0	0.0%
Capital	0	17,400	17,400	0	0.0%	<b>TOTAL</b>	<b>248,377</b>	<b>245,017</b>	<b>243,675</b>	<b>-1,341</b>	<b>-0.5%</b>
<b>TOTAL</b>	<b>895,903</b>	<b>820,914</b>	<b>802,037</b>	<b>-18,877</b>	<b>-2.3%</b>						
<b>CIRCULATION / SUPPORT SERVICES</b>						<b>PLANT MAINTENANCE</b>					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	652,821	541,892	546,617	4,725	0.9%	Personnel	204,914	216,106	216,651	545	0.3%
Services	102,262	95,803	95,803	0	0.0%	Services	7,388	8,630	8,630	0	0.0%
Supplies	15,234	10,446	10,446	0	0.0%	Supplies	17,389	12,000	12,000	0	0.0%
Other	243	250	250	0	0.0%	Other	159	300	300	0	0.0%
Capital	0	0	0	0	0.0%	Utilities	199,588	172,193	188,544	16,351	9.5%
<b>TOTAL</b>	<b>770,560</b>	<b>648,391</b>	<b>653,116</b>	<b>4,725</b>	<b>0.7%</b>	Capital	0	0	0	0	0.0%
						<b>TOTAL</b>	<b>429,436</b>	<b>409,229</b>	<b>426,125</b>	<b>16,897</b>	<b>4.1%</b>

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET					PROGRAM GROUP: Cultural Services PROGRAM: Library					
ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2010 SALARY RANGE		FY2010 BUDGET		FY2011 RECOMMENDATION	
			FY2008	FY2009	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Town Librarian	D-6	1.00	1.00	94,856	111,736	1.00	111,736	1.00	111,736
	Assistant Library Director for Admin	T-10	1.00	1.00	69,321	78,434	1.00	78,434	1.00	78,434
	Assistant Library Director for Tech.	T-10	1.00	1.00	69,321	78,434	1.00	77,062	1.00	78,434
	Librarian III	K-8	4.00	4.00	54,929	63,042	4.00	252,168	4.00	252,168
	Librarian II	K-7	7.00	7.00	48,841	56,230	7.00	382,562	7.00	385,394
	Librarian I	K-6	7.00	7.00	43,549	50,045	7.00	333,355	7.00	336,602
	Library Secretary	K-5	1.00	1.00	42,469	44,839	1.00	44,839	1.00	44,839
	Assistant to Town Librarian/Bookkeeper	K-5	1.00	1.00	42,469	44,839	1.00	44,839	1.00	44,839
	Circulation Supervisor	KA-6	1.00	1.00	43,549	47,608	1.00	47,608	1.00	47,608
	Library Assistant III	K-3	4.00	4.00	35,087	40,675	4.00	157,112	4.00	158,165
	Library Assistant II	K-2	9.00	9.00	32,945	38,193	9.00	336,172	8.00	300,172
	Library Assistant I	K-1	1.00	1.00	29,950	34,721	1.00	34,721	1.00	34,721
	Senior Building Custodian	MN-4	1.00	1.00	47,173	49,576	1.00	48,360	1.00	48,964
	Junior Building Custodian	MN-2	2.00	2.00	41,709	43,834	2.00	87,127	2.00	87,668
	Subtotal		41.00	41.00			41.00	2,036,094	40.00	2,009,743
510901	Temporary Part Time Salaries (1)									
	Junior Library Page	LP	4.55	4.55	\$9.00/hr	\$11.08/hr	4.55	103,734	4.55	103,734
	Senior Library Page	LPS	0.56	0.56		\$12.07/hr	0.56	12,816	0.56	12,816
	Library Monitor	LPM	0.52	0.52		\$12.07/hr	0.52	12,513	0.52	12,513
	Librarians	I	0.80	0.80		\$22.32/hr	0.80	35,403	0.80	35,403
	Library Assistants I and II		3.15	3.15		\$14.76/hr	3.15	95,699	3.15	95,699
	Houseworkers	MN-1	2.16	2.16	31,778	33,397	2.16	76,195	2.16	76,195
	Subtotal		11.75	11.75			11.75	336,359	11.75	336,359
	Other									
510140	Shift Differential							14,140		14,140
510300	Regular Overtime							47,048		47,048
513044	Longevity Pay							26,650		28,113
514501	Extra Comp							2,500		2,500
515501	Uniform/Clothing Allowance / In Lieu of Boots							15,450		14,339
	(1) Hourly rates are effective 7/1/2010									
	Subtotal							105,788		106,140
	Total		52.75	52.75			52.75	2,478,241	51.75	2,452,242

<b>TOWN OF BROOKLINE FY2011 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Human Services PROGRAM: Health</b>
<p><b><u>PROGRAM DESCRIPTION</u></b></p> <p>The Brookline Health Department provides a range of environmental, community, and clinical health services to monitor and improve the health status and quality of life of persons who live and/or work in Brookline. Among the steps taken by the Department in seeking this goal are the control of existing and potential environmental hazards; the provision of health education and clinical health services, with emphasis on the prevention and early detection of chronic diseases and the improved management of lifestyle issues affecting health; the delivery of services dealing with conditions resulting from the abuse of drugs or alcohol; the control of communicable diseases; and the preparation for all hazardous emergencies. The Department consists of the following six sub-programs:</p> <p>The <b>Administration Sub-program</b> provides resources and administrative support to the Department, housing a broad range of programs and services offered by the Health Department. The Director of Public Health and Human Services, with advice and policy guidance from the Advisory Council of Public Health, provides overall management and program direction to the Department. This Sub-program has primary responsibility for emergency preparedness activities within the Department.</p> <p>The <b>Environmental Health Sub-program</b> combines a wide range of programs and services. Most of the services are mandated by state law and include the following services: licensing and inspection of food establishments; housing code inspections and enforcement actions; swimming pool inspections; solid waste handling practices; animal, insect, and rodent control; the abatement of general health nuisances; and the testing and sealing of all weighing and measuring devices. Additional concerns include asbestos removal, lead in the environment, hazardous waste, radon in buildings, and the enforcement of state and local smoking control requirements, including the issuance of permits for tobacco retailers and monitoring the sale of tobacco products.</p> <p>The <b>Child Health Sub-program</b> is concerned with those communicable diseases that are vaccine-preventable and plays a key role in preventing outbreaks of infectious diseases. A monthly Immunization Clinic has been established to provide necessary immunizations for children and at-risk adults in the community. This Sub-program serves as the Department's liaison to the School Health program and the nursing and health education staff in the schools.</p> <p>The <b>Community Health Services Sub-program</b> provides a range of educational, clinical, and screening services addressing a broad range of health conditions and concerns. The focus of these activities is early detection of disease conditions, the elimination or control of risk factors for adverse health conditions, and the application of available preventive measures such as flu immunization, appropriate screening, and blood pressure monitoring.</p>	<p><b><u>PROGRAM DESCRIPTION (con't.)</u></b></p> <p>The Brookline Center, with financial support furnished by the Town through the <b>Mental Health Sub-program</b>, seeks to maintain and improve the mental health of Brookline residents through a range of psychiatric, social service, and educational interventions. The program provides diagnostic and therapeutic services to medically needy residents. The program also provides assistance and consultation to other Town departments and agencies, as well as community outreach to high risk children and youths, adolescents, families, adults, and seniors. The Center operates a residential facility for persons with long-term mental illness in order to prevent homelessness, an emergency foster care program for local teenagers, and a program to assist students successfully transition back to school following psychiatric substance abuse and medical hospitalization.</p> <p>The <b>Substance Abuse Prevention and Services Sub-program</b> consists of community-based and school-based components. The former provides prevention and intervention activities serving Town employees and others in both individual and group settings. The Sub-program provides counseling to Brookline youths and their families with substance abuse problems; prevention education; peer leadership training for the high school and elementary schools; consultation, trainings, and presentations to community members and service providers; and updated materials, information, and resources.</p> <p><b><u>BUDGET STATEMENT</u></b></p> <p>The FY11 budget reflects an decrease of \$13,623 (1.2%). Personnel decreases \$822 (0.1%) mainly due to a reduction in hours for Daycare Inspectors (\$5,000), offset by Steps (\$3,528) and Longevity (\$650).</p> <p>Services increase \$6,889 (2.7%) for Technical Services - Mosquito / Animal Control (\$5,000) and Visiting Nurses (\$1,889). Supplies increase (\$930, 6.4%) and reflects a \$1,500 increase in Special Program Supplies offset by a decrease in Office Supplies (\$570).</p> <p>Utilities increase \$2,380 (5.8%) for Natural Gas (\$950), Gasoline (\$780), and Electricity (\$650). Capital decreases \$23,000 (82.1%), which reflects the purchase of a hybrid vehicle in FY10, but not in FY11.</p>



<p align="center"><b>TOWN OF BROOKLINE FY2011 PROGRAM BUDGET</b></p>	<p align="center"><b>PROGRAM GROUP: Human Services PROGRAM: Health</b></p>
<p><b><u>FY2011 OBJECTIVES</u></b></p> <p><b><u>Administration</u></b></p> <ol style="list-style-type: none"> <li>1. To maximize the coordination of Public Health matters among all human services and community-based agencies in town, implementing a set of shared goals and objectives.</li> <li>2. To seek additional opportunities for grant funding from non-Town sources with the goal being to secure at least eight grants and/or public-private partnerships worth \$100,000.</li> <li>3. To plan for a range of public health interventions with measurable indicators and funding partners using the data generated in Volumes 1-11 of Healthy Brookline.</li> <li>4. To produce Volume 12 of Healthy Brookline with the Council on Aging (survey of elders 85+).</li> <li>5. To continue to promote the newly renovated Train Health Center, the first “Green” municipal building in Brookline and support the Town’s 2010 Community Climate Change initiative.</li> <li>6. To work closely with the Police and Fire Chiefs and the Town’s Emergency Management Team to prepare for emergencies, including H1N1 Swine Flu Epidemic and bio-terrorist attacks.</li> <li>7. To maintain a Medical Reserve Corps in Brookline.</li> <li>8. To recruit at least five graduate students to work with division directors on a variety of projects.</li> <li>9. To continue to monitor the implementation of the trans-fat ban in Brookline Food Service establishments.</li> <li>10. To continue to work with the Information Technology Department on the migration to the new GeoTMS permitting system, including utilizing tablet technology.</li> <li>11. To maintain the Friends of Brookline Public Health membership organization and offer the 14th Annual Public Health Policy Forum.</li> </ol> <p><b><u>Environmental Health</u></b></p> <ol style="list-style-type: none"> <li>1. To protect Public Health by maintaining a comprehensive program of environmental health services, including inspections, compliance and enforcement activities. In addition, to monitor environmental hazards and provide consultation and guidance to citizens and governmental agencies.</li> <li>2. To provide educational initiatives for all regulated programs. Annual workshops include lodging houses, children’s camps, tanning establishments, public and semi-public swimming pools, rubbish standards, housing standards, septic requirements and food establishments.</li> <li>3. To implement the adopted town-wide policy on Mosquito Control related to West Nile Virus and Eastern Equine Encephalitis to include integrated pest management surveillance, education, and control.</li> </ol>	<p><b><u>FY2011 OBJECTIVES (con't.)</u></b></p> <p><b><u>Environmental Health (con't.)</u></b></p> <ol style="list-style-type: none"> <li>4. To continue to work with other Town departments (Building, Fire, DPW, Police, Selectmen) on compliance standards for snow removal, rubbish enforcement, lodging inspections, liquor license training, and licensing board issues.</li> <li>5. To assess the Division’s programs by determining the level of compliance with the 10 essential services for environmental health. (From CDC’s strategy for enhancing environmental health practice in the 21st century.)</li> <li>6. To maintain certification requirements of the weights and measures inspector and carry out all weights and measures inspections.</li> <li>7. To participate in Emergency Management planning for the community on issues related to environmental health.</li> <li>8. To continue to explore hand-held tablets for inspections with Information Technology Department and enhance GIS applications using the new GeoTMS permitting system for all inspections.</li> </ol> <p><b><u>Child Health</u></b></p> <ol style="list-style-type: none"> <li>1. To continue to implement and evaluate an outreach campaign to enroll uninsured youth in the Child Health Insurance Plan working with partners in the Brookline Community Health Network and with school nurses.</li> <li>2. To help facilitate the Essential School Health Services grant, supporting the role of School Nurse Leader.</li> <li>3. To promote health and fitness activities among school age children, as a “Brookline on the Move” initiative and participate in the School/Community Wellness Committee.</li> <li>4. To maintain violence prevention activities in the schools in conjunction with the Substance Abuse Prevention Program, including Dating Violence Intervention and programs to counter bullying.</li> <li>5. To maintain immunization clinics as needed, including those for H1N1/Swine flu, maximize the use of private providers for immunizations, and serve as a focal point for outreach for pediatric health issues and information and referral.</li> <li>6. To inspect all group day care centers and provide consultation services to them.</li> <li>7. To continue in-services with school nurses and day care providers on issues of current importance, including emergency preparation.</li> <li>8. To continue active participation in classroom activities and curriculum development related to health.</li> <li>9. To educate Brookline families about health programs at annual kindergarten registrations, health fairs, and other venues.</li> </ol>

<b>TOWN OF BROOKLINE FY2011 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Human Services PROGRAM: Health</b>
<p><b><u>FY2011 OBJECTIVES (con't.)</u></b></p> <p><b><u>Community Health</u></b></p> <ol style="list-style-type: none"> <li>1. To update an inventory of physical fitness and physical activity initiatives in Brookline, develop a broad coalition to roll out a campaign to promote physical activity and good nutrition, and publicize and promote town-wide fitness program as part of "Brookline On the Move".</li> <li>2. To continue to recruit and train volunteer auxiliary medical personnel (Medical Reserve Corps) to be able to respond in the event of a public health emergency.</li> <li>3. To continue to work on the Pandemic Flu task force and other regional issues, including a regional approach to epidemiology and disease surveillance.</li> <li>4. To offer the community at least three health education programs in cooperation with the Brookline Adult and Community Education Program and other local sponsors.</li> <li>5. To promote public awareness of sudden cardiac arrest, stroke early warning signs, CPR and Automated External Defibrillators (AED's) in Brookline.</li> <li>6. To organize blood drives open to Brookline employees and town residents.</li> <li>7. To initiate public education and a prevention campaign on Lyme disease and work with the local media to provide pertinent public health alerts/education on emerging public health issues.</li> <li>8. To continue partnership activities related to the health of Russian and Chinese speakers.</li> <li>9. To work collaboratively with the Council on Aging to promote health education for seniors, including planning several health forums reaching 200 seniors.</li> <li>10. To offer flu shots and blood pressure screenings for residents, targeting those at high risk.</li> <li>11. To maintain enhanced surveillance of communicable diseases, especially disease clusters, in Brookline schools and long-term cares settings.</li> <li>12. To increase efforts to promote hand washing and respiratory hygiene via the "Clean Hands for Good Health" campaign.</li> <li>13. To coordinate with Brookline Public Schools to promote physical activity and physical fitness as part of staff professional development.</li> </ol> <p><b><u>Mental Health</u></b></p> <ol style="list-style-type: none"> <li>1. To serve 3,400 Brookline residents, primarily low-and moderate-income, providing 29,800 hours of individual, family, group counseling and mediation; 7,200 hours of community outreach and education to children, teens, families adults and seniors; 2,900 hours of case management for homeless or seriously ill children, adults and families.</li> <li>2. To respond to requests from residents and Town/School staff for crisis intervention, short-term emergency shelter, and consultation. For urgent service requests, the Center will respond within 24 hours of a call.</li> </ol>	<p><b><u>FY2011 OBJECTIVES (con't.)</u></b></p> <p><b><u>Mental Health (con't.)</u></b></p> <ol style="list-style-type: none"> <li>3. To be the lead agency for Brookline's Homeless Prevention and Rapid Re-Housing Program, serving up to 300 families and individuals facing eviction or homelessness. Also, to provide direct financial assistance, case management, credit repair and other services to help residents retain housing or find new housing.</li> <li>4. To work on-site in all Brookline elementary schools and high school, to address crises, provide individual and group counseling, psycho-educational groups, and staff consultation, serving up to 600 Brookline children and families.</li> <li>5. To reduce isolation and promote multi-cultural community integration, the Center will continue 20 outreach and support groups for children of newly immigrated families, Asian-American girls, children in cross cultural adoptions, and those enrolled in Brookline's METCO program. Approximately 120 youth and parents will be served.</li> <li>6. Through the BRYT (Brookline Resilient Youth Team) Program, to assist 80 Brookline teens returning to the High School following a medical, psychiatric or substance abuse hospitalization to successfully transition back to school and graduate with their class. Secure 30% of program funding.</li> <li>7. To provide substance abuse counseling and groups for 120 adults and 45 teens to reduce use of alcohol and drugs, increase use of community services such as Alcoholics Anonymous/Narcotics Anonymous, and to increase family functioning.</li> <li>8. In collaboration with the Brookline School and PTOs, to offer 25 workshops for Brookline parents to improve parenting skills, decrease family conflict, and reduce potential child abuse and neglect. To secure private funding for this program.</li> <li>9. To continue to attract \$27 to every \$1 provided by the Town (\$4,200,000 total budget) to fund mental health, substance abuse, crisis/violence prevention, social and educational services to maintain the safety and health of lower-and-moderate income Brookline residents.</li> </ol> <p><b><u>Substance Abuse and Violence Prevention</u></b></p> <ol style="list-style-type: none"> <li>1. To continue to provide individual, family, and group substance abuse counseling including assessment, referral, and after care.</li> <li>2. To track a set of measurable performance-based objectives based on the Youth Behavioral Risk survey.</li> <li>3. To implement youth-led, research-based, substance abuse prevention strategies through the Brookline High School Peer Leaders and SADD (Students Against Destructive Decisions).</li> <li>4. To continue to offer smoking cessation services at the High School.</li> <li>5. To monitor the effectiveness of the Town's bartender trainer program in cooperation with the Police.</li> <li>6. To provide a youth diversionary program in cooperation with the Police, Brookline Court, and Brookline Public Schools.</li> </ol>



<b>TOWN OF BROOKLINE FY2011 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Human Services PROGRAM: Health</b>
<p><b><u>FY2011 OBJECTIVES (con't.)</u></b></p> <p><b><u>Substance Abuse and Violence Prevention (con't.)</u></b></p> <p>7. To maintain and enhance collaboration with the Brookline Schools, Police, and Court to address youth substance abuse and violence prevention issues; serve on the Juvenile Roundtable.</p> <p>8. To increase community involvement in teen substance abuse prevention through the B-CASA (Brookline Coalition Against Substance Abuse) outreach committee.</p> <p>9. To work to encourage the use of the Town's Employee Assistance Program (EAP) by those who require the services they offer.</p> <p>10. To continue to work to reduce the number of residents at risk of homelessness via the Newton-Brookline Consortium and agencies like Pine Street.</p> <p>11. To serve on the Domestic Violence Roundtable, Disability Commission, and help lead the Community Health Network Area (CHNA) and Jennifer A. Lynch Committee.</p> <p>12. To help plan "Safety Net", our award winning TV show.</p> <p>13. To continue to maintain online substance abuse databases.</p> <p>14. In conjunction with the Council on Aging and the Mental Health Center, to convene the Hoarding Advisory Committee as appropriate and continue to assist families and individuals secure health insurance and Department of Transitional Assistance (DTA) benefits.</p> <p><b><u>ACCOMPLISHMENTS</u></b></p> <p><b><u>Administration</u></b></p> <p>1. Built the Medical Reserve Corps (MRC) and recruited 150 members to back up the Health Department in the event of an emergency.</p> <p>2. Prepared for the H1N1 pandemic and coordinated a multi-sector Town response plan and prepared an Emergency Preparation handbook for all Health Department employees.</p> <p>3. Secured \$250,000 in grants funding from non-Town sources, including a dozen public-private partnerships.</p> <p>4. Working with the Council on Aging, completed data gathering for Volume 12 of Healthy Brookline, a survey of elders 85 years and older in Brookline.</p> <p>5. Built the Friends of Brookline Public Health, recruiting 150 members.</p> <p>6. Held the 14th Annual Public Health Policy Forum entitled "Universal Healthcare: Lesson from Massachusetts for the Nation" that attracted 200 residents.</p> <p>7. Maintained the Public Health Nursing Services with the VNA of Boston.</p> <p>8. Maintained a project to help organizations serving "vulnerable populations" prepare for all hazard emergencies.</p>	<p><b><u>ACCOMPLISHMENTS (con't.)</u></b></p> <p><b><u>Administration (con't.)</u></b></p> <p>9. Led Community Health Network (CHNA) efforts.</p> <p>10. Planned, implemented, and evaluated a multi-faceted program of surveillance, education, and control to address the emergence of West Nile Virus and Eastern Equine Encephalitis (EEE) in Brookline.</p> <p>11. Enhanced outreach to linguistic and ethnic minorities via a joint health series targeting Russian-speaking residents and a project to translate department materials.</p> <p>12. Working closely with the Chiefs of Police and Fire and the Town's Emergency Preparedness Committee, led the Town's response to the threats of bio-terrorism and maintained an Emergency Preparedness Coordinator with grant funding.</p> <p>13. Recruited six graduate students to work on a broad array of public health projects.</p> <p><b><u>Environmental Health</u></b></p> <p>1. Worked with the Information Technology Department to obtain updated software system and collaborated on a blueprint for IT advancement for the future.</p> <p>2. Worked with Police Department (Animal Control Division) and Conservation Commission to address community wild life control issues (wild turkeys, coyotes, geese, bats and foxes). Coordinated monthly animal control meetings.</p> <p>3. Assisted School and Building Departments on issues including pesticides use, green products, hazardous material handling, incident response, and indoor air quality.</p> <p>4. Applied and received funding to obtain a sharps (medical waste) disposal kiosk.</p> <p>5. Continued training and certification in food safety, housing, emergency management, incident response and incident command.</p> <p>6. Held a Rabies Clinic with the assistance of a veterinary clinic in Brookline and three additional clinics in Newton.</p> <p>7. Implemented mosquito control and education activities within the community, focusing on EEE and WNV.</p> <p>8. Continued to serve on State-appointed committee's for bio-terrorism, and environmental health code revisions; also served on the Brookline Noise Control By-Law committee.</p> <p>9. Assisted the Public Health Director on various environmental health policy issues related to capping of the Town landfill, St. Aidan's redevelopment, revised tobacco control regulations, and other issues.</p> <p>10. Established, with assistance of the IT Department, a new automated billing and payment system for the Weights and Measures program. Payments are now centralized with other Health Department programs.</p> <p>11. Maintained tobacco control activities and performed three compliance checks of retailers to prevent sales to minors, achieving 90% compliance rate.</p> <p>12. Continued to promote Environmental Health issues via web-based Health Quiz and various fact sheets and advisories posted on the Department's web page.</p>

<b>TOWN OF BROOKLINE FY2011 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Human Services PROGRAM: Health</b>
<p><b><u>ACCOMPLISHMENTS (con't.)</u></b></p> <p><b><u>Child Health</u></b></p> <ol style="list-style-type: none"> <li>1. Maintained a regular schedule of child immunization clinics (with physician backup) that served 200 children and youth.</li> <li>2. Provided consultation and epidemiology services to school nurses and others to control communicable disease in Brookline, including H1N1 and Lyme disease.</li> <li>3. Inspected, certified, and monitored 38 Day Care and Extended Day programs in Brookline.</li> <li>4. Collaborated in emergency response for school-related safety incidents.</li> <li>5. Participated in regular meetings of the Town-wide Early Childhood Advisory Council.</li> <li>6. Established a surveillance network for H1N1 with public and private schools, colleges, camps and daycare providers.</li> <li>7. Initiated a backpack safety awareness program in schools.</li> <li>8. Continued to offer educational programs on hand-washing, including video presentations, to all day care centers in Brookline.</li> <li>9. Continued to provide day care centers with trainings in curriculum development behavior management, optional space design for children, and conflict resolution for parents and staff.</li> <li>10. Maintained the Peer Leadership and Dating Violence Intervention Program in High School, reaching several hundred students with counseling and educational sessions.</li> <li>11. Participated in health and wellness programs and curriculum development in schools, as well as membership on the Public School Wellness Committee.</li> </ol> <p><b><u>Community Health Services</u></b></p> <ol style="list-style-type: none"> <li>1. Organized the town-wide “Brookline on the Move” physical fitness campaign during National Public Health Week in 2009. Offered health education series and exercise classes at the Brookline Senior Center.</li> <li>2. Implemented control measures within 24 hours for 100% of communicable disease investigations. Tracked and controlled nine communicable disease outbreaks, including H1N1 flu, and maintained a database to enhance surveillance and track communicable diseases. Became fully functional in MAVEN (electronic disease surveillance system).</li> <li>3. Offered health education series and exercise classes at the Brookline Senior Center.</li> <li>4. Maintained partnerships with BI/Deaconess Medical Center (Elder Health) and Brigham and Women’s Hospital (Women’s Health).</li> <li>5. Promoted and enrolled over 20 Brookline residents in new Massachusetts mandatory health insurance programs.</li> <li>6. In conjunction with Brookline Adult Education, offered first aid, CPR and stroke awareness campaigns. Offered multiple blood drives at the Main Library.</li> <li>7. Participated in several health promotion events at Brookline Housing ESL classes, local colleges and employee health fairs.</li> <li>8. Updated and distributed the Brookline Fitness Directory, listing all Brookline physical fitness dance, sports camps, and related organizations. Recruited 30 local businesses as Partners in Brookline On the Move.</li> </ol>	<p><b><u>ACCOMPLISHMENTS (con't.)</u></b></p> <p><b><u>Community Health Services (con't.)</u></b></p> <ol style="list-style-type: none"> <li>9. Participated in a regional flu clinic with regional partners that immunized 800 individuals in two hours.</li> <li>10. In conjunction with Town Webmaster, established an H1N1 information web site on the Town’s official webpage and updated and edited it as necessary.</li> </ol> <p><b><u>Mental Health</u></b></p> <ol style="list-style-type: none"> <li>1. Because of the poor economy, the Center experienced a 15% increase in requests for counseling assistance, and a 70% increase in requests for emergency food, rent and utilities assistance. The Center served 3,200 Brookline residents providing 29,200 hours of mental health counseling services and 7,350 hours of community outreach and education to children, teens, families, adults and seniors, and 2,700 hours of case management services to homeless or seriously ill adults and children. 30% of services were delivered in the home, school, or other community settings.</li> <li>2. Provided 1,600 hours of consultation, crisis intervention, education and information to staffs of Brookline Schools, Police, courts and other departments and community agencies.</li> <li>3. Provided emergency shelter or diversion to 30 Brookline teens, ages 12 to 16 years, for up to 21 days; 85% return to live with their families. Offered seven homeless Brookline young men, ages 16-19 years, a safe and supportive home in the Transition to Independent Living Program for up to 18 months, in collaboration with the Brookline Housing Authority.</li> <li>4. Through the BRYT (Brookline Resilient Youth Team) Program, assisted 80 High School students and their families to successfully return to school following psychiatric, substance abuse and medical hospitalizations. 92% of youth returned to and stayed in school throughout the year.</li> <li>5. Provided emergency food assistance to 120 individuals and families; worked with 160 individuals and families to prevent evictions by providing case management and rental assistance; helped 23 homeless families/individuals find safe shelter/housing; worked with 40 homeless families in Brookline’s homeless family shelter.</li> <li>6. Sponsored 25 school- and Center-based education support groups for serving 450 parents, helping to improve parenting skills, improving family communication and reducing family conflict.</li> <li>7. Continued to evaluate counseling and community services through the use of standardized clinical outcomes measures including the Beck Depression Inventory, Child and Adolescent Needs and Strengths Scale, Child and Adolescent Functional Assessment Scale, Multidimensional Self-Concept Scale, and the Gauging Effectiveness of Youth Mentoring Questionnaire to assess the effectiveness of mental health services on increasing functioning at home, in school and the community.</li> </ol>

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Health					
ACCOMPLISHMENTS (con't.)	PERFORMANCE / WORKLOAD INDICATORS					
	ACTUAL FY2008	ESTIMATE FY2009	ACTUAL FY2009	ESTIMATE FY2010	ESTIMATE FY2011	
<b><u>Substance Abuse and Violence Prevention</u></b> 1. Applied for and was awarded a second year \$625,000 Drug Free Communities (DFC) grant to support B-CASA, the Brookline Coalition Against Substance Abuse. 2. Trained over 40 peer leaders who implemented prevention strategies, including the BHS 1200 Social Norms Campaign, health class presentations to Brookline Elementary Schools, 8th and 9th grade SADD serving over 100 students, "8 After 8", and "What's Poppin'", to promote alcohol-free social activities for teens. 3. Continued the STARS Program (Students Talking About Respect), a summer youth mentoring basketball program serving over 80 youth, with outings including college visits and field trips. 4. Implemented substance abuse prevention strategies for Brookline Parents, including publishing the B-CASA Newsletter bi-monthly, presentations at PTO meetings, the spring community forum "Risky Business," parent discussion groups, and published the B-CASA website, B-CASA.org. 5. Worked with School, Police, and other community leaders and citizens to review policies and procedures to reduce teen alcohol and other drug use, including the Teen House Parties Task Force, the Health Curriculum Program Review Team, and the Chemical Health Policy for Performing Arts initiative. 6. Continued the Brookline Substance Abuse Prevention Program (BSAP) for Brookline youth and their families, providing substance abuse assessments, and individual, group, and family counseling. Coordinated referral process for teens in need of treatment. Conducted the Brookline Student Health Survey. Results indicated that alcohol use in past 30 days declined from 43% to 33%. 7. Continued the Brookline Youth Diversion Program in conjunction with the Brookline Police and the Brookline Court for teens involved in alcohol and other drug related offenses, serving 58 students. 8. Wrote and administered the Safe and Drug Free Schools Grant and implemented the Teen Dating Violence Prevention Program in conjunction with the Brookline Police. 9. Provided substance abuse assessment, consultation, and referral to 30 adults and continued to maintain the substance abuse program online database. 10. Received the 2009 Commissioners Award from the Massachusetts Department of Public Health for the Peer Leadership Program. 11. Completed the project to develop a Hoarding Mediation protocol and produced a conference that addresses hoarding with support from the Brookline Community Foundation. 12. Collaborated with the Planning and Community Development Department to secure funding for individuals and families who are at risk for homelessness.	<b><u>ENVIRONMENTAL HEALTH</u></b> % of Consumers Complaints Handled in 3 Days 90% Tobacco Retail Sales: Compliance Rate (avg.) 90% Reported Rabies Exposure 129 Positive Rabid Animals 0 Human Receiving Rabies Post-exposure Prophylaxis 21 Animal Control Quarantines 54  Mosquitoes Pos. for WNV 10 % Food Outlets Inspected 100% % of Restaurants with Critical Violations 20% % Restaurants requiring Enforcement Actions 2% % Restaurants receiving formal orientation 100% % Order Letter issued w/i 3 days 90% Court Actions 10 No. Tickets issued* 1,522 Solid Waste Inspections* 1,800					
	<i>*An inter-departmental program (Health &amp; DPW). Tickets figure includes warnings.</i> Swimming Pool Inspections 60 Lead Paint Inspections 5 Lead Paint Removal Notices 20 Asbestos Inspections 25 Asbestos Removal Notices 191 Food Inspections 716 Food Permits Issued 348 Housing Inspections 635 Order Letters 230 Tanning Salon Inspections 10 Weighing/Measuring Devices Tested for Accuracy Scales 150 Gasoline/Fuel Oil 181 Taxi Meter 200 Scanner Inspections 12					

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET						PROGRAM GROUP: Human Services PROGRAM: Health					
PERFORMANCE / WORKLOAD INDICATORS (con't.)						PERFORMANCE / WORKLOAD INDICATORS (con't.)					
	ACTUAL FY2008	ESTIMATE FY2009	ACTUAL FY2009	ESTIMATE FY2010	ESTIMATE FY2011		ACTUAL FY2008	ESTIMATE FY2009	ACTUAL FY2009	ESTIMATE FY2010	ESTIMATE FY2011
<b><u>CHILD HEALTH</u></b>						<b><u>SUBSTANCE ABUSE</u></b>					
% Day Care Attendees w/Complete Immunization Status	98%	98%	98%	98%	98%	Students using marijuana >100x*	N/A	5%	7%	7%	7%
Lead Poisoned Children	0	N/A	0	N/A	N/A	Students using alcohol before age 14*	N/A	20%	22%	22%	20%
Child Immunizations (Indvls)	200	200	207	200	200	<i>*These data are collected every two years.</i>					
Day Care Inspections	175	175	160	160	160	Counseling Svcs.					
Day Care Licenses Issued	22	22	32	38	40	Adults	80	75	80	80	80
Day Care Ed. Programs	12	12	15	15	15	Youths	2,590	2,500	2,540	2,500	2,500
<b><u>COMMUNITY HEALTH</u></b>						Class Presentations	300	300	216	200	200
Disease Outbreaks Tracked	15	10	9	9	9	Community Presentations	15	15	6	6	6
Disease Cases Confirmed	138	130	228	200	200	School Violation Referrals	137	130	34	35	35
Animal Bites to Humans	107	100	122	125	125	Police/Youth Diversion					
Total Flu Shots	1,861	N/A	1,464	1,300	1,300	Referrals*	58	50	65	65	65
Town Employee Flu Shots	400	400	400	400	400	<i>*Walk and Talk Officers account for significant increase</i>					
<i>* Does not include 777 doses given @ Regional B Clinic</i>						Youth Smoking Cessation					
TB Screening (Mantoux)	33	30	19	20	20	Referrals	12	12	15	15	15
TB Infected Persons	70	70	63	65	65						
Active TB Cases	6	5	1	1	1						
Blood Press. Screenings	343	250	318	350	350						
Pneumonia Immunizations	21	20	31	30	30						
Tetanus/Diphtheria	44	40	32	35	35						
<b><u>MENTAL HEALTH</u></b>											
Residents Served	2,855	2,875	3,200	3,300	3,400						
Counseling Services	27,900	28,150	29,200	29,600	29,800						
Outreach services	6,645	6,760	7,350	7,100	7,200						
Case Management visits	1,700	1,750	2,700	2,800	2,900						
% of Clients with Symptom Improvements within 3 months of care	88%	88%	89%	89%	90%						
Consultation to Town & Community agency staff hours	1,375	1,400	1,600	1,650	1,700						
Family/individual eviction & homelessness prevented	70	75	135	235	240						
High School students successfully return to and stay in school following hospitalization. (BRYT Program)	65	60	73	75	80						
Parent education workshops	5	20	25	25	25						

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET						PROGRAM GROUP: Human Services PROGRAM: Health					
<b>PROGRAM COSTS</b>						<b>SUMMARY OF SUB-PROGRAMS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		SUB- PROGRAMS	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	742,345	756,548	755,726	-822	-0.1%	Administration	273,869	284,016	263,376	-20,640	-7.3%
Services	254,919	255,518	262,408	6,889	2.7%	Environmental Health	335,522	360,562	367,997	7,435	2.1%
Supplies	14,334	14,570	15,500	930	6.4%	Child Health	139,667	32,253	33,056	803	2.5%
Other	3,422	4,120	4,120	0	0.0%	Community Health	114,165	197,070	193,775	-3,295	-1.7%
Utilities	45,720	40,817	43,197	2,380	5.8%	Mental Health	154,675	156,913	157,263	350	0.2%
Capital	27,311	28,000	5,000	-23,000	-82.1%	Substance Abuse	70,153	68,760	70,483	1,723	2.5%
TOTAL	1,088,050	1,099,574	1,085,950	-13,623	-1.2%	TOTAL	1,088,050	1,099,574	1,085,950	-13,623	-1.2%
BENEFITS			445,921								
REVENUE	162,667	163,000	163,000	0	0.0%						
<b>ADMINISTRATION</b>						<b>ENVIRONMENTAL HEALTH</b>					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	206,335	201,216	201,216	0	0.0%	Personnel	290,526	338,862	341,147	2,285	0.7%
Services	7,059	7,143	7,143	0	0.0%	Services	16,090	16,400	21,400	5,000	30.5%
Supplies	6,447	4,020	4,000	-20	-0.5%	Supplies	6,482	4,750	4,900	150	3.2%
Other	3,220	2,820	2,820	0	0.0%	Other	202	550	550	0	0.0%
Utilities	45,720	40,817	43,197	2,380	5.8%	Utilities	0	0	0	0	0.0%
Capital	5,089	28,000	5,000	-23,000	-82.1%	Capital	22,222	0	0	0	0.0%
TOTAL	273,869	284,016	263,376	-20,640	-7.3%	TOTAL	335,522	360,562	367,997	7,435	2.1%
<b>CHILD HEALTH</b>						<b>COMMUNITY HEALTH</b>					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	67,270	11,368	11,437	69	0.6%	Personnel	108,193	137,092	132,092	-4,999	-3.6%
Services	71,577	19,384	19,869	485	2.5%	Services	5,818	56,178	57,582	1,404	2.5%
Supplies	820	1,250	1,500	250	20.0%	Supplies	153	3,550	3,850	300	8.5%
Other	0	250	250	0	0.0%	Other	0	250	250	0	0.0%
Capital	0	0	0	0	0.0%	Capital	0	0	0	0	0.0%
TOTAL	139,667	32,253	33,056	803	2.5%	TOTAL	114,165	197,070	193,775	-3,295	-1.7%
<b>MENTAL HEALTH</b>						<b>SUBSTANCE ABUSE</b>					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	0	0	0	0	0.0%	Personnel	70,020	68,010	69,833	1,823	2.7%
Services	154,375	156,413	156,413	0	0.0%	Services	0	0	0	0	0.0%
Supplies	300	500	850	350	70.0%	Supplies	133	500	400	-100	-20.0%
Other	0	0	0	0	0.0%	Other	0	250	250	0	0.0%
Capital	0	0	0	0	0.0%	Capital	0	0	0	0	0.0%
TOTAL	154,675	156,913	157,263	350	0.2%	TOTAL	70,153	68,760	70,483	1,723	2.5%

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET				PROGRAM GROUP: Human Services PROGRAM: Health							
ENVIRONMENTAL HEALTH SUB-PROGRAM											
SUMMARY OF ELEMENTS											
ELEMENTS	ACTUAL	BUDGET	REQUEST	FY11 vs. FY10							
	FY2009	FY2010	FY2011	\$ CHANGE	% CHANGE						
General	157,305	141,380	147,840	6,461	4.6%						
Food Inspection	97,644	107,194	107,970	775	0.7%						
Housing Inspection	62,182	92,809	93,108	299	0.3%						
Weights & Measures	18,391	19,179	19,079	-100	-0.5%						
TOTAL	335,522	360,562	367,997	7,435	2.1%						
GENERAL				FOOD INSPECTION							
CLASS OF EXPENDITURES	ACTUAL	BUDGET	REQUEST	FY11 vs. FY10							
	FY2009	FY2010	FY2011	\$ CHANGE	% CHANGE						
Personnel	113,229	121,380	122,390	1,011	0.8%	Personnel	97,380	106,594	107,470	875	0.8%
Services	15,826	16,400	21,400	5,000	30.5%	Services	264	0	0	0	0.0%
Supplies	5,876	3,250	3,700	450	13.8%	Supplies	0	500	400	-100	-20.0%
Other	152	350	350	0	0.0%	Other	0	100	100	0	0.0%
Utilities	0	0	0	0	0.0%	Capital	0	0	0	0	0.0%
Capital	22,222	0	0	0	0.0%	TOTAL	97,644	107,194	107,970	775	0.7%
TOTAL	157,305	141,380	147,840	6,461	4.6%						
HOUSING INSPECTION				WEIGHTS AND MEASURES							
CLASS OF EXPENDITURES	ACTUAL	BUDGET	REQUEST	FY11 vs. FY10							
	FY2009	FY2010	FY2011	\$ CHANGE	% CHANGE						
Personnel	61,794	92,309	92,708	399	0.4%	Personnel	18,124	18,579	18,579	0	0.0%
Services	0	0	0	0	0.0%	Services	0	0	0	0	0.0%
Supplies	388	500	400	-100	-20.0%	Supplies	217	500	400	-100	-20.0%
Other	0	0	0	0	0.0%	Other	50	100	100	0	0.0%
Capital	0	0	0	0	0.0%	Capital	0	0	0	0	0.0%
TOTAL	62,182	92,809	93,108	299	0.3%	TOTAL	18,391	19,179	19,079	-100	-0.5%

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET					PROGRAM GROUP: Human Services PROGRAM: Health					
ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2010 SALARY RANGE		FY2010 BUDGET		FY2011 RECOMMENDATION	
			FY2008	FY2009	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Dir. of Pub. Health/Human Ser.	D-6	1.00	1.00	94,856	111,736	1.00	111,736	1.00	111,736
	Chief Sanitarian/Asst. Dir. of Health	T-11	1.00	1.00	72,094	81,571	1.00	77,366	1.00	78,743
	Coord. Substance Abuse & Violence Prev.	T-7	1.00	1.00	61,626	69,727	1.00	69,727	1.00	69,727
	Human Services Coordinator	T-7	1.00	1.00	61,626	69,727	1.00	67,310	1.00	68,508
	Public Health Sanitarian	GN-11	1.00	1.00	60,870	63,933	1.00	63,933	1.00	63,933
	Senior Public Health Inspector	GN-10	3.00	3.00	55,844	58,654	3.00	177,510	3.00	178,462
	Principal Clerk	C-9	1.00	1.00	44,212	46,040	1.00	46,040	1.00	46,040
	Senior Clerk Stenographer	C-5	0.00	0.00	38,716	40,490	1.00	40,490	1.00	40,490
	Senior Clerk Typist	C-4	1.00	1.00	36,632	38,386	0.00	0	0.00	0
	Subtotal		10.00	10.00			10.00	654,111	10.00	657,639
510102	Permanent Part Time Salaries									
	Sealer of Weights/Measures	GN-5	0.43	0.43	40,805	42,859	0.43	18,429	0.43	18,429
	Day Care Inspector		0.60	0.60			0.60	27,692	0.60	22,692
	Community Health Manager <sup>1</sup>	T-7	0.80	0.80	61,626	69,727	0.80	55,784	0.80	55,784
	Offset from private grant							(16,735)		(16,735)
	Subtotal		1.83	1.83			1.83	85,170	1.83	80,170
510901	Temporary Part Time Salaries									
	Graduate Student Interns		0.00	0.00			0.00	0	0.00	0
	ADA Intern		0.32	0.32			0.32	12,528	0.32	12,528
	Offset from Handicapped Parking Fines Fund							(12,528)		(12,528)
	Subtotal		0.32	0.32			0.32	0	0.32	0
	Full Time/Part Time Salaries-Grants									
	Substance Abuse Counselor	T-4	1.00	1.00	48,921	55,352	1.00	55,352	1.00	55,352
	Senior Clerk-Typist	C-4	0.67	0.67	36,632	38,386	0.67	25,228	0.67	25,346
	CASA Parent Educator		0.00	0.27		\$26.00/hour	0.27	13,572	0.27	13,572
	Parent Outreach Liaison		0.00	0.27		\$26.00/hour	0.27	13,572	0.27	13,572
	Outreach Worker		1.00	1.00		\$26.05/hour	1.00	50,993	1.00	50,993
	Graduate Student Interns (5)		1.50	1.50		\$2,000/yr.	1.50	10,000	1.50	10,000
	Emergency Preparation Coordinator		0.72	0.59		\$32.89/hour	0.59	37,960	0.59	37,960
	Grants		4.89	5.30			5.30	206,677	5.30	206,795
	Private Grants							(53,188)		(53,306)
	School Dept. Reimb.							(55,352)		(55,352)
	Federal Grants (HHS)							(83,137)		(83,137)
	State Grant							(15,000)		(15,000)
	Net Grant-Funded Salary Total							0		0
	Other									
510300	Regular Overtime							7,168		7,168
513044	Longevity Pay							4,550		5,200
513046	Health Inspectors Specialty Pay							2,000		2,000
515501	Uniform/Clothing Allowance/ In Lieu of Boots							3,550		3,550
	Subtotal							17,268		17,918
	<b>Total</b>		<b>12.15</b>	<b>12.15</b>			<b>12.15</b>	<b>756,548</b>	<b>12.15</b>	<b>755,726</b>
	<sup>1</sup> 30% of this position is funded via a private grant									



TOWN OF BROOKLINE FY2011 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Veterans					
<b><u>PROGRAM DESCRIPTION</u></b>  The Department of Veterans' Services, as mandated by Massachusetts General Laws, Chapter 115, assists eligible Veterans and/or their dependents. The Department provides direct financial aid, as well as assistance in paying medical bills, to those who meet specific eligibility requirements. The Department receives reimbursement from the State for 75% of benefit expenditures and assists Veterans in obtaining benefits from the Veterans Administration (VA) and from other programs funded 100% by the Federal government.  The Director also serves as the Emergency Management Coordinator assisting Police, Fire, Public Health, Public Works, and other Town agencies in preparing to protect the residents of Brookline in the event of an emergency. Responsibilities include the preparation and continual updating of the Brookline Comprehensive Emergency Management Plan (CEMP) and assisting in the management of the Town's Emergency Operations Center (EOC), which is located at the Municipal Service Center.  Additional departmental responsibilities include the planning of all Memorial Day activities, the registration and decoration of Veterans' graves, organizing the Flag Day ceremonies and parade, and making arrangements for the Veterans Day Program.	<b><u>OBJECTIVES (con't.)</u></b> 4. To work with the Brookline Housing Authority, Pine Street, Boston Healthcare for the Homeless Program, Homestart, Inc. and the Coalition to End Homelessness in securing housing for needy veterans and their dependents. 5. To continue to work with the Veterans of Foreign Wars, American Legion and all other veterans organizations to coordinate the Memorial Day and Veterans Day observances and the Flag Day Celebration. 6. To coordinate with VA Social Workers and Case Managers to help assist with the transition of returning veterans from conflicts throughout the world, by aiding them in applying for benefits such as medical, financial, educational, employment opportunities and outreach counseling. Refer veterans in need of legal advice to the Mass. Bar Association, which offers pro bono legal counsel. 7. To ensure all Brookline Veterans are offered assistance in a timely and professional manner and are treated with the highest level of dignity and respect for serving their country in a time of need. 8. To continue to update the Emergency Management Plan (CEMP), COOP and HAZMAT Plans. 9. To provide assistance and advocacy for veterans applying for VA benefits including Compensation and Pension, Montgomery GI bill, VA Healthcare and widow pensions. 10. To increase outreach to veterans who are seniors who may have never used the VA healthcare system before, but due to the economic downturn may be in need of additional medical or pharmacy care at lower costs. 11. To manage all MGL. Ch. 115 cases, all PTSD claims and all recently separated veterans. With the increase of returning veterans living in our community, it is important to assist these veterans in not only obtaining all their benefits, but also in readjusting to civilian life. 12. To integrate WebVS-MIS Veterans' benefit management system to increase accuracy on claims and speed benefits to veterans in need.					
<b><u>BUDGET STATEMENT</u></b>  The FY11 budget represents a \$1,324 (0.5%) increase due to Step increases.						
<b><u>FY2011 OBJECTIVES</u></b> 1. To provide Brookline veterans and their families the highest level of service and the most aggressive advocacy possible during these times of economic turmoil and as we continue to have brave young and women returning home from the war. 2. To assist veterans who are seeking alternative sources of income (SS, SSI, SSDI, unemployment, healthcare Medicare/Medicaid, Mass. Health, Springwell) and housing. 3. To continue to maintain a high level of accuracy in reporting and filing Veteran's Benefits forms to the State Department of Veterans' Services, resulting in a 75% reimbursement to the Town.						
	<b><u>PROGRAM COSTS</u></b>					
	CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
					\$ CHANGE	% CHANGE
	Personnel	122,697	121,116	122,440	1,324	1.1%
	Services	2,526	2,718	2,718	0	0.0%
	Supplies	641	650	650	0	0.0%
	Other	114,730	116,200	116,200	0	0.0%
	Capital	709	725	725	0	0.0%
	TOTAL	241,303	241,409	242,733	1,324	0.5%
	BENEFITS			78,725		
	REVENUE	0	0	0	0	0.0%



TOWN OF BROOKLINE FY2011 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Veterans																																																																
<b><u>ACCOMPLISHMENTS</u></b> 1. Continued to achieve 100% approval of all Veterans' Benefits by filing precise and accurate claims to the State Veterans' Services Department. 2. Provided financial assistance to 15 Brookline veterans and their families in their time of need. 3. Coordinated with the VA Hospitals in getting proper medical treatment for Brookline veterans, including enrolling in the VA Healthcare system, assistance with prescriptions, and outreach counseling. This year realized a 100% increase in veterans seeking VA Healthcare due to the economic downturn. 4. Assisted veterans/dependents in filing VA Claims for service-connected and non-service connected disabilities, burial allowances, widow's pensions, Aid and Attendance and educational benefits. In addition, continued to maintain over 300 VA case files in-house. 5. Obtained or increased veterans' pensions by over \$100,000 per year. Again this year we saw a 100% increase in veterans seeking VA Pension due to returning veterans and the economic downturn. 6. Received and forwarded donations of clothing, furniture and medical equipment for veterans to the Veteran's Homeless Shelter in Boston, Pine Street Housing in Brookline, and the VA Hospitals. 7. Reduced costs to the Town by ensuring that all veterans and their dependents receiving financial assistance under Mass. General Laws Chapter 115 have health and prescription coverage and by seeking alternate sources of income for our veterans. Assisted veterans to obtain both VA and SSDI income. 8. Successfully coordinated and executed the Town's Memorial Day and Veterans' Day observances and the Town's Flag Day Celebration. 9. Continued to work with Brookline Mental Health, Council on Aging, and the VA Outpatient Program to ensure proper mental health treatment for aging veterans in need of assistance. Managed more than 20 PTSD cases during the year. 10. In conjunction with the Massachusetts One-Stop Career Centers and the Vocational Rehabilitation and Employment Program, assisted veterans with obtaining the necessary training and tools needed to gain employment. Also required employable veterans to submit weekly employment searches. 11. Assisted homeless veterans obtaining housing, employment, and vocational training. 12. Monitored day-to-day progress of all veterans receiving benefits and ensured they are staying on track with their scheduled treatment plans (drug/alcohol counseling, psychiatrist/psychologist appointments, medications, etc.). Case managed over 60 MGL. Ch. 115 cases and VA cases per month. 13. Attended and completed state-mandated training on Mass. General Laws Chapter 115, 108 CMR, so that we are able to provide veterans with the financial and medical benefits available to them and their families.	<b><u>ACCOMPLISHMENTS (con't.)</u></b> 14. Filed monthly reports in a timely manner to the State Department of Veterans' Services, achieving maximum reimbursement to the Town (75% of all MGL Ch. 115 costs). 15. Represented the Town at the Regional Emergency Planning Committee (REPC) meetings and coordinated the planning for the CEMP and other emergency plans.  <b>PERFORMANCE / WORKLOAD INDICATORS</b> <table><tr><th></th><th>ACTUAL FY2008</th><th>ESTIMATE FY2009</th><th>ACTUAL FY2009</th><th>ESTIMATE FY2010</th><th>ESTIMATE FY2011</th></tr><tr><td colspan="6"><u>Performance:</u></td></tr><tr><td>% of Claims Approved by the State</td><td>100%</td><td>100%</td><td>100%</td><td>100%</td><td>100%</td></tr><tr><td>Funds Raised for Flag Day</td><td>\$10,135</td><td>\$20,000</td><td>\$16,220</td><td>\$20,000</td><td>\$20,000</td></tr><tr><td>% of Flag Day Costs Covered through Private Sources</td><td>35%</td><td>70%</td><td>50%</td><td>60%</td><td>60%</td></tr><tr><td>Flag Day Volunteers</td><td>40</td><td>40</td><td>40</td><td>40</td><td>40</td></tr><tr><td colspan="6"><u>Workload:</u></td></tr><tr><td>Recipients of Benefits (Monthly Average)</td><td>13</td><td>17</td><td>17</td><td>19</td><td>19</td></tr><tr><td>Service Recipients</td><td>575</td><td>575</td><td>800 +</td><td>1,100</td><td>1,100</td></tr><tr><td>Information Requests</td><td>815</td><td>815</td><td>1,200</td><td>1,200</td><td>1,200</td></tr></table>						ACTUAL FY2008	ESTIMATE FY2009	ACTUAL FY2009	ESTIMATE FY2010	ESTIMATE FY2011	<u>Performance:</u>						% of Claims Approved by the State	100%	100%	100%	100%	100%	Funds Raised for Flag Day	\$10,135	\$20,000	\$16,220	\$20,000	\$20,000	% of Flag Day Costs Covered through Private Sources	35%	70%	50%	60%	60%	Flag Day Volunteers	40	40	40	40	40	<u>Workload:</u>						Recipients of Benefits (Monthly Average)	13	17	17	19	19	Service Recipients	575	575	800 +	1,100	1,100	Information Requests	815	815	1,200	1,200	1,200
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TOWN OF BROOKLINE FY2011 PROGRAM BUDGET					PROGRAM GROUP: Human Services PROGRAM: Veterans					
ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2010 SALARY RANGE		FY2010 BUDGET		FY2011 RECOMMENDATION	
			FY2008	FY2009	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Veterans Director / Emergency Prep. Coordinator	T-10	1.00	1.00	69,321	78,434	1.00	74,390	1.00	75,714
	Head Clerk	C-8	1.00	1.00	42,871	44,686	1.00	44,686	1.00	44,686
	Subtotal		2.00	2.00			2.00	119,076	2.00	120,400
	Other									
510300	Overtime							740		740
513044	Longevity Pay							950		950
515501	Clothing/Uniform Allowance (In lieu of boots)							350		350
	Subtotal							2,040		2,040
	Total		2.00	2.00			2.00	121,116	2.00	122,440

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Council on Aging																																																																			
<p><b>PROGRAM DESCRIPTION</b></p> <p>The Brookline Council on Aging (C.O.A.) is responsible for planning, coordinating, and providing comprehensive services for Brookline residents age 60 and over. We work with other Town agencies and community providers to enhance the quality of life for our elders. Our goal is to maintain independence, dignity, and connection throughout the life span.</p> <p>Membership on the C.O.A. board includes representatives of six town departments as well as 11 citizen and 15 associate members. Our core services include transportation, geriatric social work, home care, advocacy, legal assistance, employment assistantance, information and referral, and volunteer opportunities.</p> <p>The C.O.A. operates the Brookline Senior Center at 93 Winchester Street, a centrally located facility where those 60 and older can go for socialization, activity, and services. Programs include: breakfast, lunch, health clinics, health education programs, exercise classes, Asian outreach, Russian outreach, ESL classes, computer lab, Adult Education classes, art exhibits, and recreational opportunities.</p> <p><b>BUDGET STATEMENT</b></p> <p>The FY11 budget reflects a \$2,452 increase (0.3%). The increase in Personnel (\$2,961, 0.5%) is for Steps (\$3,586), offset by a decrease in Longevity (\$625).</p> <p>The 1.1% decrease in Services is due to a reduction in costs for Copier Service (\$650). The \$2,400 (45.3%) decrease in Other is in Education/Training. Utilities increase \$2,541 (3.6%) for Electricity (\$9,606), offset by a decrease in Natural Gas (\$7,065).</p>	<p><b>FY2011 OBJECTIVES</b></p> <ol style="list-style-type: none"><li>1. To fundraise private money to support Council on Aging programs with an emphasis on maintaining the van program.</li><li>2. To expand the property tax work off program to 25 elders and increase their benefit to \$1,000.</li><li>3. To expand benefit services to elders by utilizing trained volunteers.</li><li>4. To spearhead several new initiatives to stamp out hunger for elders.</li><li>5. To collaborate with the Recreation Department to expand trips for local seniors.</li><li>6. To recruit, train, support and utilize volunteers at the Senior Center.</li><li>7. To advocate and provide jobs for the most vulnerable low-income elders at risk of poverty.</li><li>8. To provide leadership to Homelessness Prevention and the Rapid Re-Housing Task Force.</li><li>9. To continue to provide leadership to the Hoarding Task Force.</li><li>10. To complete the Aging at Home Study of elders age 85 and over.</li><li>11. To provide assessments, counseling and case management services to Brookline elders and their families.</li><li>12. To provide high quality affordable home care to 300 elders.</li><li>13. To provide various transportation services.</li><li>14. To collaborate with local geriatric providers to provide high quality programs and services that allow elders to age at home with dignity.</li><li>15. To continue successful intergenerational programs.</li><li>16. To secure CDBG funding for critical programs of transportation, homecare and employment for low-income elders.</li></ol>																																																																			
<p><b>PROGRAM COSTS</b></p> <table><tr><th rowspan="2">CLASS OF EXPENDITURES</th><th rowspan="2">ACTUAL FY2009</th><th rowspan="2">BUDGET FY2010</th><th rowspan="2">REQUEST FY2011</th><th colspan="2">FY11 vs. FY10</th></tr><tr><th>\$ CHANGE</th><th>% CHANGE</th></tr><tr><td>Personnel</td><td>620,255</td><td>597,671</td><td>600,631</td><td>2,961</td><td>0.5%</td></tr><tr><td>Services</td><td>48,023</td><td>58,282</td><td>57,632</td><td>-650</td><td>-1.1%</td></tr><tr><td>Supplies</td><td>16,298</td><td>18,825</td><td>18,825</td><td>0</td><td>0.0%</td></tr><tr><td>Other</td><td>2,544</td><td>5,300</td><td>2,900</td><td>-2,400</td><td>-45.3%</td></tr><tr><td>Utilities</td><td>71,877</td><td>70,258</td><td>72,799</td><td>2,541</td><td>3.6%</td></tr><tr><td>Capital</td><td>8,627</td><td>8,900</td><td>8,900</td><td>0</td><td>0.0%</td></tr><tr><td>TOTAL</td><td>767,625</td><td>759,236</td><td>761,687</td><td>2,452</td><td>0.3%</td></tr><tr><td>BENEFITS</td><td></td><td></td><td>231,627</td><td></td><td></td></tr><tr><td>REVENUE</td><td>6,500</td><td>6,000</td><td>6,000</td><td>0</td><td>0.0%</td></tr></table>							CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		\$ CHANGE	% CHANGE	Personnel	620,255	597,671	600,631	2,961	0.5%	Services	48,023	58,282	57,632	-650	-1.1%	Supplies	16,298	18,825	18,825	0	0.0%	Other	2,544	5,300	2,900	-2,400	-45.3%	Utilities	71,877	70,258	72,799	2,541	3.6%	Capital	8,627	8,900	8,900	0	0.0%	TOTAL	767,625	759,236	761,687	2,452	0.3%	BENEFITS			231,627			REVENUE	6,500	6,000	6,000	0	0.0%
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TOWN OF BROOKLINE FY2011 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Council on Aging																																																																																																																																																																
<p><b><u>ACCOMPLISHMENTS</u></b></p> <ol style="list-style-type: none"> <li>1. Successfully raised enough private money to fund the entire Van program and cover the expense of the substitute bus driver and gas and oil charges.</li> <li>2. Partnered with the Town Assessor to offer a property tax work off program to 18 qualified low-income elders.</li> <li>3. Collaborated with several local non-profits to bring over 20 different programs for Brookline elders, all at no cost to the Town.</li> <li>4. Featured local artists at the Senior Center and received a grant from the Brookline Arts Council to continue an art class.</li> <li>5. Participated in the Home Heating Task Force with local human service providers to deal with the high cost of energy.</li> <li>6. Provided leadership for stimulus money awarded to the Town to combat homelessness.</li> <li>7. Secured over \$135,000 in federal, state and private funds.</li> <li>8. Expanded benefit counseling to elders to include fuel assistance and food stamps.</li> <li>9. Organized several events to assist food programs.</li> <li>10. Initiated a new Spanish Immersion program.</li> <li>11. Distributed an outreach mailing to over 5,000 households with a member aged over 65.</li> <li>12. Conducted the annual survey of Senior Center participants.</li> <li>13. Administrated a successful volunteer program that contributed over 35,000 hours to the Town.</li> <li>14. Published the Elder Resource Guide and distributed over 1,500 copies and maintained its presence on the Web.</li> <li>15. Conducted research on citizens over the age of 85 with 20 volunteers.</li> <li>16. Expanded night and weekend programs at no cost to the Town.</li> </ol>	<p><b>PERFORMANCE / WORKLOAD INDICATORS</b></p> <table> <tr> <th></th><th>ACTUAL FY2008</th><th>ESTIMATE FY2009</th><th>ACTUAL FY2009</th><th>ESTIMATE FY2010</th><th>ESTIMATE FY2011</th></tr> <tr> <td>Elderbus / Van Contributions Donated*</td><td>\$4,924</td><td>\$5,000</td><td>\$4,985</td><td>\$5,000</td><td>\$5,000</td></tr> <tr> <td>Van Program</td><td></td><td></td><td></td><td></td><td></td></tr> <tr> <td>    Rides Given</td><td>3,649</td><td>3,600</td><td>3,405</td><td>3,600</td><td>3,600</td></tr> <tr> <td>    Number of Riders</td><td>400</td><td>375</td><td>375</td><td>375</td><td>375</td></tr> <tr> <td>    New Riders</td><td>64</td><td>50</td><td>20</td><td>24</td><td>24</td></tr> <tr> <td>    Money donated to Town</td><td>\$20,000</td><td>\$22,000</td><td>\$21,569</td><td>\$22,000</td><td>\$22,000</td></tr> <tr> <td>Volunteers - Total</td><td>315</td><td>300</td><td>321</td><td>310</td><td>310</td></tr> <tr> <td>Volunteers - New</td><td>34</td><td>40</td><td>46</td><td>40</td><td>40</td></tr> <tr> <td>Job Placements</td><td>45</td><td>40</td><td>30</td><td>35</td><td>35</td></tr> <tr> <td>Total Caseload</td><td>145</td><td>140</td><td>142</td><td>140</td><td>140</td></tr> <tr> <td>Tax Work off Participants</td><td>0</td><td>0</td><td>18</td><td>20</td><td>25</td></tr> <tr> <td>Low-income elders employed</td><td>5</td><td>5</td><td>7</td><td>5</td><td>5</td></tr> <tr> <td>Geriatric Social Work</td><td></td><td></td><td></td><td></td><td></td></tr> <tr> <td>    New Referrals</td><td>104</td><td>100</td><td>67</td><td>70</td><td>75</td></tr> <tr> <td>Homecare Program (HELP)</td><td></td><td></td><td></td><td></td><td></td></tr> <tr> <td>    New Referrals</td><td>79</td><td>70</td><td>85</td><td>50</td><td>70</td></tr> <tr> <td>    Total Clients</td><td>347</td><td>340</td><td>324</td><td>324</td><td>325</td></tr> <tr> <td>Information/Referral</td><td></td><td></td><td></td><td></td><td></td></tr> <tr> <td>    Annual Phone Calls</td><td>10,500</td><td>10,500</td><td>10,500</td><td>10,500</td><td>10,500</td></tr> <tr> <td>Taxi Discount Program (BETS)</td><td></td><td></td><td></td><td></td><td></td></tr> <tr> <td>    Total Clients</td><td>690</td><td>690</td><td>650</td><td>625</td><td>625</td></tr> <tr> <td>    New Referrals</td><td>45</td><td>50</td><td>58</td><td>50</td><td>50</td></tr> <tr> <td>Senior Center</td><td></td><td></td><td></td><td></td><td></td></tr> <tr> <td>    Average # Daily Programs</td><td>13</td><td>13</td><td>14</td><td>14</td><td>14</td></tr> <tr> <td>    Average # Daily Participants</td><td>150/500</td><td>150/500</td><td>150/500</td><td>150/500</td><td>150/500</td></tr> </table> <p>*Donations for bus/van pay for gas, oil, and substitute drivers. Private donations pay for the van driver's entire salary.</p>						ACTUAL FY2008	ESTIMATE FY2009	ACTUAL FY2009	ESTIMATE FY2010	ESTIMATE FY2011	Elderbus / Van Contributions Donated*	\$4,924	\$5,000	\$4,985	\$5,000	\$5,000	Van Program						Rides Given	3,649	3,600	3,405	3,600	3,600	Number of Riders	400	375	375	375	375	New Riders	64	50	20	24	24	Money donated to Town	\$20,000	\$22,000	\$21,569	\$22,000	\$22,000	Volunteers - Total	315	300	321	310	310	Volunteers - New	34	40	46	40	40	Job Placements	45	40	30	35	35	Total Caseload	145	140	142	140	140	Tax Work off Participants	0	0	18	20	25	Low-income elders employed	5	5	7	5	5	Geriatric Social Work						New Referrals	104	100	67	70	75	Homecare Program (HELP)						New Referrals	79	70	85	50	70	Total Clients	347	340	324	324	325	Information/Referral						Annual Phone Calls	10,500	10,500	10,500	10,500	10,500	Taxi Discount Program (BETS)						Total Clients	690	690	650	625	625	New Referrals	45	50	58	50	50	Senior Center						Average # Daily Programs	13	13	14	14	14	Average # Daily Participants	150/500	150/500	150/500	150/500	150/500
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TOWN OF BROOKLINE FY2011 PROGRAM BUDGET					PROGRAM GROUP: Human Services PROGRAM: Council on Aging					
ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2010 SALARY RANGE		FY2010 BUDGET		FY2011 RECOMMENDATION	
			FY2008	FY2009	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Director	D-4	1.00	1.00	80,578	94,917	1.00	90,770	1.00	92,132
	Supervisor of Services	T-7	1.00	1.00	61,626	69,727	1.00	69,727	1.00	69,727
	Program Manager	T-5	1.00	1.00	52,835	59,780	1.00	59,780	1.00	59,780
	Home Care Coordinator	T-3	1.00	1.00	45,297	51,252	1.00	46,924	1.00	47,759
	Building Custodian	MN-2	1.00	1.00	41,709	43,834	1.00	43,834	1.00	43,834
	Clinical Social Worker I	T-1	1.00	1.00	38,835	43,940	1.00	43,940	1.00	43,940
	Assistant Home Care Coordinator (HELP)	T-1	1.00	1.00	38,835	43,940	1.00	38,835	1.00	39,526
	Senior Clerk Typist	C-7	1.00	1.00	41,147	42,947	1.00	42,947	1.00	42,947
	Bus Driver	GN-3	1.00	1.00	32,676	34,320	1.00	34,320	1.00	34,320
	Subtotal		9.00	9.00			9.00	471,077	9.00	473,966
510102	Permanent Part Time Salaries (*)									
	Group Leader- COA	GN-2	0.80	0.80	29,705	31,200	0.59	18,408	0.59	18,408
	Clinical Social Worker III	T-4	0.72	0.72	48,921	55,352	0.72	39,156	0.72	39,853
	Clinical Social Worker II	T-3	0.53	0.53	45,297	51,252	0.53	27,164	0.53	27,164
	Clinical Social Worker I	T-1	0.50	0.50	38,835	43,940	0.50	21,970	0.50	21,970
	Outreach Worker		0.00	0.53			0.00	0	0.00	0
	Public Information Aid		0.40	0.40		\$20.36/hr	0.40	15,631	0.40	15,631
	Data Entry Clerk		0.00	0.11		\$12.07/hr	0.11	2,357	0.11	2,357
	Less CDBG Charge Off							(5,000)		(5,000)
	Subtotal		2.95	3.59			2.85	119,685	2.85	120,382
	Grant Funded Salaries (*)									
	COA Assistant		1.40	1.40		\$12.07/hr	1.40	34,031	1.40	34,031
	JOBS Program Coordinator		0.45	0.45		\$18.29/hr	0.45	17,218	0.45	17,218
	BETS Coordinator		0.33	0.33		\$11.15/hr	0.33	7,799	0.33	7,799
	Community Aides		1.00	1.00		\$12.07/hr	1.00	23,383	1.00	23,383
	Grants		3.18	3.18			3.18	82,431	3.18	82,431
10718	CDBG (FY11 = \$7,799 BETS and \$2,880 Community Aide)							(10,679)		(10,679)
	State Grants (FY11 = all JOBS and \$54,534 COA Asst and Cmty. Aides)							(71,752)		(71,752)
	Net Grant-Funded Salary Total							(82,431)		(82,431)
	* Rates shown for Part Time positions are effective 7/1/10							0		0
513044	Other									
515501	Longevity Pay							5,808		5,183
	Clothing/Uniform Allowance (In lieu of boots)							1,100		1,100
	Subtotal							6,908		6,283
	Total		15.13	15.77			15.03	597,671	15.03	600,631

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Human Relations - Youth Resources																																																								
<p><b><u>PROGRAM DESCRIPTION</u></b></p> <p>The Human Relations-Youth Resources Commission has the following general goals:</p> <ul style="list-style-type: none"><li>- to develop opportunities within Brookline for those who are discriminated against, eliminating barriers to their choice of jobs, education, and housing;</li><li>- to increase communication to destroy stereotypes, halt polarization, end distrust and hostility, and create common ground for efforts toward public order and social justice; and</li><li>- to increase the capacity of public and private institutions to respond to the problems of the disadvantaged so as to augment their power to deal with the problems that affect their lives.</li></ul> <p>The Department accomplishes these objectives by carrying out the directives of the Board of Selectmen and the Commission, assessing community needs, providing programs, providing information and referrals, and coordinating resources for conflict resolution and service delivery.</p> <p>The Director serves as the Town's Affirmative Action Officer, Minority/Women Business Enterprise Officer, Contract Compliance Officer, Fair Housing Officer, Americans with Disabilities Act (ADA) Coordinator, 504 Coordinator, Ombudsman for CATV Operations, Secretary to the Broadband Monitoring Committee, and Project Administrator for the Holocaust Witness Project of the Brookline Holocaust Memorial Committee.</p> <p><b><u>BUDGET STATEMENT</u></b></p> <p>The FY11 budget represents level funding from the FY10 appropriation.</p>	<p><b><u>FY2011 OBJECTIVES</u></b></p> <p><b><u>Human Relations-Youth Resources</u></b></p> <ol style="list-style-type: none"><li>1. To assist residents who believe they may have been discriminated against.</li><li>2. To assist residents in these times of economic crisis, including serving on the Town’s Home Heating Task Force.</li><li>3. To continue to provide staff assistance to the Brookline Domestic Violence Roundtable.</li><li>4. To assist in the production of the 15th season of “The Safety Net” CATV program on domestic violence.</li><li>5. To sponsor the annual Human Relations Youth Awards.</li><li>6. To work with the Massachusetts Association of Human Relations/Human Rights Commissions on regional programming.</li><li>7. To assist the Hidden Brookline Committee in designing educational programs to better inform residents and others about the role that enslaved African-Americans residing in Town played in the Town’s early history.</li><li>8. To work locally and collaborate regionally to design educational programs on Fair Housing.</li><li>9. To work with the U. S. Census Office regional offices on outreach to “hard to count” communities within town.</li></ol> <p><b><u>Americans with Disabilities Act (ADA) Coordinator</u></b></p> <ol style="list-style-type: none"><li>1. To work with Town Departments in carrying out mandates of Section 504 and Title II of the Americans with Disabilities Act (ADA).</li><li>2. To update the Town’s ADA Transition Plan.</li><li>3. To assist residents who believe they may have been discriminated against because of their disabilities.</li></ol> <p><b><u>Broadband Monitoring Committee</u></b></p> <ol style="list-style-type: none"><li>1. To work with residents, businesses, Town agencies, and organizations to resolve complaints regarding Comcast and RCN.</li></ol> <p><b><u>PROGRAM COSTS</u></b></p> <table><tr><th rowspan="2">CLASS OF EXPENDITURES</th><th rowspan="2">ACTUAL FY2009</th><th rowspan="2">BUDGET FY2010</th><th rowspan="2">REQUEST FY2011</th><th colspan="2">FY11 vs. FY10</th></tr><tr><th>\$ CHANGE</th><th>% CHANGE</th></tr><tr><td>Personnel</td><td>147,249</td><td>96,017</td><td>96,017</td><td>0</td><td>0.0%</td></tr><tr><td>Services</td><td>541</td><td>1,807</td><td>1,807</td><td>0</td><td>0.0%</td></tr><tr><td>Supplies</td><td>3,017</td><td>2,800</td><td>2,800</td><td>0</td><td>0.0%</td></tr><tr><td>Other</td><td>281</td><td>450</td><td>450</td><td>0</td><td>0.0%</td></tr><tr><td>Capital</td><td>614</td><td>796</td><td>796</td><td>0</td><td>0.0%</td></tr><tr><td>TOTAL</td><td>151,702</td><td>101,870</td><td>101,870</td><td>0</td><td>0.0%</td></tr><tr><td>BENEFITS</td><td></td><td></td><td>31,310</td><td></td><td></td></tr><tr><td>REVENUE</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0.0%</td></tr></table>	CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		\$ CHANGE	% CHANGE	Personnel	147,249	96,017	96,017	0	0.0%	Services	541	1,807	1,807	0	0.0%	Supplies	3,017	2,800	2,800	0	0.0%	Other	281	450	450	0	0.0%	Capital	614	796	796	0	0.0%	TOTAL	151,702	101,870	101,870	0	0.0%	BENEFITS			31,310			REVENUE	0	0	0	0	0.0%
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<p><b><u>OBJECTIVES (con't.)</u></b></p> <p><b><u>Broadband Monitoring Committee (con't.)</u></b></p> <ol style="list-style-type: none"> <li>2. To expand the Committee's utilization of the Town's Website to more fully communicate to residents and businesses.</li> <li>3. To consult on any and all issues involving provision of cable television and other services offered by cable television providers to the Town.</li> </ol> <p><b><u>Emergency Management/Public Safety</u></b></p> <ol style="list-style-type: none"> <li>1. To continue to participate on the Town's Emergency Management Team.</li> <li>2. To provide programming that deals directly with changing domestic human relations and civil rights issues.</li> <li>3. To work with the Police Department in the area of Police-Community Relations.</li> <li>4. To work with the Norfolk District Attorney's Anti-Crime Council to address issues such as preventing and responding to hate crimes, juvenile delinquency, and domestic violence.</li> </ol> <p><b><u>ACCOMPLISHMENTS</u></b></p> <p><b><u>Human Relations-Youth Resources</u></b></p> <ol style="list-style-type: none"> <li>1. Held two formal meetings with Chief of Police to review police/community relations issues regarding profiling and statistics on police interaction with residents and others in town.</li> <li>2. Met with Commissioner Martin Ebel, of the Massachusetts Commission Against Discrimination, to discuss the work of the MCAD, its lengthy relationship with the Human Relations-Youth Resources Commission, and matters of mutual concern.</li> <li>3. Met with Amy Albert, Conciliation Specialist with the United States Department of Justice Community Relations Service, to discuss matters of mutual concern.</li> <li>4. Met with Town Human Resources Director Sandra DeBow to discuss affirmative action, civil service reform and the Town's hiring practices.</li> <li>5. Met with Rabbi Dr. Golan Ben-Chorin, educational director of Temple Emeth, to discuss a model town-wide youth diversity training program to possibly be implemented in cooperation with the Brookline Public Schools.</li> <li>6. Commission co-chair Dr. Ed Wang served on the Town's Citizens Police Review Committee.</li> </ol>	<p><b><u>ACCOMPLISHMENTS (con't.)</u></b></p> <p><b><u>Human Relations-Youth Resources (con't.)</u></b></p> <ol style="list-style-type: none"> <li>7. Formed a "Faces of Brookline Committee" to work on a photographic exhibit featuring residents of different races, religions, ethnicities, family groupings and their experiences living in town.</li> <li>8. Dr. Emilie Steele of the Commission's Hidden Brookline Committee spoke at the Patriot's Day ceremony at the Devotion House.</li> <li>9. Dr. Barbara Brown of the Commission's Hidden Brookline Committee spoke at the Old Burying Ground on Memorial Day.</li> <li>10. In cooperation with the Brookline Public Schools Social Studies Department, Dr. Barbara Brown of the Commission's Hidden Brookline Committee conducted Hidden Brookline walking tours for Brookline Public Schools 4th Graders.</li> <li>11. On September 13, 2009, the Commission's Hidden Brookline Committee dedicated an engraving honoring the enslaved African-Americans present in the Old Burying Ground.</li> <li>12. The Director was a guest speaker at a regional Community Health Network Area 18 meeting to talk about the work of the Brookline Domestic Violence Roundtable.</li> <li>13. Staffed and planned monthly meetings of the Brookline Domestic Violence Roundtable.</li> <li>14. Assisted in the production of the 14th season of the monthly Brookline Domestic Violence Roundtable cable television program "The Safety Net".</li> <li>15. Assisted in the planning of a Brookline Domestic Violence Roundtable program on music therapy for survivors of trauma, held at the Brookline Public Library.</li> <li>16. Voted to support the Act to Restore Enforcement of Civil Rights sponsored by State Representative Byron Rushing.</li> <li>17. Held the annual youth awards program on June 9 at the Selectmen's meeting.</li> <li>18. Produced the 2009 edition of the Brookline Child Care Resource Guide.</li> <li>19. Served as Vice-Chair of the Massachusetts Association of Human Relations/Human Rights Commissions.</li> </ol> <p><b><u>Americans with Disabilities Act (ADA) Coordinator</u></b></p> <ol style="list-style-type: none"> <li>1. Advocated for residents and other people with disabilities.</li> <li>2. Worked with the Commission for the Disabled Chair and Town departments updating the self-evaluation component for revised ADA Transition Plan.</li> <li>3. Worked with the Massachusetts Office on Disability and Town departments on ADA compliance.</li> <li>4. Spoke to a group at the Senior Center about the ADA.</li> <li>5. Spoke at Health Department service animal workshops geared to Brookline restaurant staff.</li> </ol>

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET	PROGRAM GROUP: Human Services PROGRAM: Human Relations - Youth Resources																																																																																															
<b><u>ACCOMPLISHMENTS (con't.)</u></b>  <b><u>Broadband Monitoring Committee</u></b> 1. Participated in meetings of the CATV Coordinating Committee and with the Broadband Monitoring Committee to safeguard the interests of the Town and its residents in dealings with Comcast and RCN. 2. Assisted residents in resolving problems with Comcast and RCN. 3. Assisted Brookline Access Television (BAT) in their relocation to Brookline High School's Unified Arts Building. 4. Provided assistance to residents with regard to the federal transition from analog to digital television. 5. In cooperation with Comcast, held an information seminar at the Senior Center to discuss the transition from over the air analog to digital as well as the on-going transition of analog to digital movement by Comcast and RCN. 6. Testified at a State House hearing on a bill that could have proved to be detrimental to the Town's ability to negotiate contracts with cable television providers.  <b><u>Emergency Management/Public Safety</u></b> 1. Participated on the Town's Emergency Management Team. 2. Participated on the Town's Vulnerable Populations Committee. 3. Participated on the Norfolk District Attorney's Anti-Crime Council. 4. Participated in emergency management-related trainings. 5. Participated on the ad hoc Home Heating Task Force. 6. Produced and moderated a cable television program on home heating "do's and don'ts" in cooperation with the Police, Fire and Health Departments.	<b>PERFORMANCE / WORKLOAD INDICATORS</b> <table><tr><th></th><th>ACTUAL FY2008</th><th>ESTIMATE FY2009</th><th>ACTUAL FY2009</th><th>ESTIMATE FY2010</th><th>ESTIMATE FY2011</th></tr><tr><td>Full-time/Part-time Minorities Employed</td><td>125</td><td>130</td><td>133</td><td>130</td><td>130</td></tr><tr><td>Full-time/Part-time Women Employed</td><td>285</td><td>285</td><td>269</td><td>285</td><td>285</td></tr><tr><td>Youth Awards Presented</td><td>0*</td><td>35</td><td>12</td><td>35</td><td>35</td></tr><tr><td colspan="6">*Awards not given due to Town Hall renovation</td></tr><tr><td>CATV Complaints/ Inquiries Processed</td><td>135</td><td>80</td><td>259</td><td>80</td><td>80</td></tr><tr><td>Events Sponsored</td><td>7</td><td>4</td><td>2</td><td>4</td><td>4</td></tr><tr><td>Residents with CATV</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>Comcast</td><td>*</td><td>15,465</td><td>16,389</td><td>15,465</td><td>15,465</td></tr><tr><td>RCN</td><td>*</td><td>*</td><td>4,472</td><td>4,600</td><td>4,750</td></tr><tr><td>% Residents with Access to Digital CATV</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>Comcast</td><td>99%</td><td>99%</td><td>99%</td><td>99%</td><td>99%</td></tr><tr><td>RCN</td><td>*</td><td>100%</td><td>100%</td><td>100%</td><td>100%</td></tr><tr><td colspan="6">*Information not supplied by RCN/Comcast</td></tr><tr><td>ADA requests for Assistance</td><td>71</td><td>30</td><td>34</td><td>30</td><td>30</td></tr></table>							ACTUAL FY2008	ESTIMATE FY2009	ACTUAL FY2009	ESTIMATE FY2010	ESTIMATE FY2011	Full-time/Part-time Minorities Employed	125	130	133	130	130	Full-time/Part-time Women Employed	285	285	269	285	285	Youth Awards Presented	0*	35	12	35	35	*Awards not given due to Town Hall renovation						CATV Complaints/ Inquiries Processed	135	80	259	80	80	Events Sponsored	7	4	2	4	4	Residents with CATV						Comcast	*	15,465	16,389	15,465	15,465	RCN	*	*	4,472	4,600	4,750	% Residents with Access to Digital CATV						Comcast	99%	99%	99%	99%	99%	RCN	*	100%	100%	100%	100%	*Information not supplied by RCN/Comcast						ADA requests for Assistance	71	30	34	30	30
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TOWN OF BROOKLINE FY2011 PROGRAM BUDGET					PROGRAM GROUP: Human Services PROGRAM: Human Relations - Youth Resources					
ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2010 SALARY RANGE		FY2010 BUDGET		FY2011 RECOMMENDATION	
			FY2008	FY2009	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Director	D-4	1.00	1.00	80,578	94,917	1.00	94,917	1.00	94,917
	Senior Clerk Stenographer	C-5	1.00	1.00	38,716	40,490	0.00	0	0.00	0
	Subtotal		2.00	2.00			1.00	94,917	1.00	94,917
513044	Longevity Pay							1,100		1,100
	Subtotal							1,100		1,100
	Total		2.00	2.00			1.00	96,017	1.00	96,017

<p align="center"><b>TOWN OF BROOKLINE FY2011 PROGRAM BUDGET</b></p>	<p align="center"><b>PROGRAM GROUP: Leisure Services PROGRAM: Recreation</b></p>
<p><b><u>PROGRAM DESCRIPTION</u></b></p> <p>The Park and Recreation Commission consists of seven residents appointed by the Board of Selectmen and serves as the policy-making body responsible for providing year-round, high-quality indoor and outdoor recreation activities for children, youths, and adults. The goals of the Commission are to deliver programs that provide cultural, social, mental, and physical elements and to ensure that activities take place in well-maintained parks and facilities. The Commission is also concerned with meeting community-based needs with programs that are cost-effective and within the reach of the overall community resource base, while providing the highest level of participant satisfaction through programs that are consistently safe, supervised, and well-presented. Individuals with special conditions are entitled to full participation in any Recreation Department program.</p> <p>In addition to the three sub-programs listed below, the Department also oversees the Robert T. Lynch Municipal Golf Course at Putterham Meadows Enterprise Fund and the Recreation Revolving Fund. Please see the detail of these two separate funds that follow this General Fund budget recommendation.</p> <p>1. The <b>Administration Sub-program</b> is responsible for the overall work of the Department in accordance with the policies established by the Park and Recreation Commission. Staff organize, maintain, and control all recreation program activities, either as direct departmental functions or in cooperation with other municipal agencies or volunteer groups. These individuals recruit, select, assign, supervise, and evaluate personnel, conduct in-service training sessions, and recommend new programs. The management team monitors the expenditure of department funds, prepares annual estimates of financial need and master plans, and supervises the recording of receipts and expenditures.</p> <p>2. The <b>Swimming Pool Sub-program</b> funds the complex that consists of three pools: a 42' x 75' pool, a 30' x 36' diving pool, and a 25' x 36' teaching pool. The major aspects of service are to provide swimming, life saving, and competitive swimming. All facilities are shared with the School Department during the school day throughout the year. Programs are offered for all age groups in the Brookline Community. Hundreds of day camp participants use the pool on a regular basis during the camp season. The pool is home to a recreational swim team of 220 athletes, in addition to being the main venue for both the boys and girls JV and Varsity swim teams at Brookline High School. The Brookline Special Olympics team, The Brookline Sharks, practices weekly February through June each year. The pool is also available for rental by private groups.</p>	<p>3. The <b>Recreation Programs Sub-program</b> supports the activities that take place at Brookline's 26 playgrounds and facilities, all of which are open to local residents for leisure time self-directed activities, as well as non-summer programs. These activities are available to all age groups throughout Brookline and include both passive and active leisure time offerings. Corresponding fees and charges that support these activities are fixed at levels that provide access to residents from all socio-economic backgrounds. Provisions for scholarships, as required, are addressed on a case-by-case basis. In FY11, as part of the first phase of the cost recovery process, administrative costs previously funded in the Recreation Revolving Fund were transferred to the General Fund and program-related expenses were moved to the Recreation Revolving Fund. This Sub-Program is therefore eliminated in FY11.</p> <p><b><u>BUDGET STATEMENT</u></b></p> <p>The FY11 budget represents a \$32,221 (3.3%) decrease. Personnel decreases \$22,093 (3.3%) and reflects the re-alignment of administrative and programatic expenses between the General Fund and the Recreation Revolving Fund (\$24,525), as well as an increase in Steps (\$2,431).</p> <p>Services decrease \$3,892 (4.4%) reflecting the agreement made with the School Department to share the costs associated with the the bus program. Transportation Rentals and Leases is decreased (\$8,892), which offsets the \$5,000 increase needed in Software Service line item for RecTrack.</p> <p>Utilities decreases \$6,736 (5.1%) due to a decrease in Electricity (\$4,197), Diesel (\$2,052), and Gasoline (\$517), slightly offset by an increase in Natural Gas (\$30). Capital increases \$500 (1.6%) and includes the purchase of a van and funding for existing leased desktop computers.</p>

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Recreation					
<p><b><u>FY2011 OBJECTIVES</u></b></p> <ol style="list-style-type: none"> <li>1. To continue professional development of full-time staff in all recreation facilities.</li> <li>2. To continue the implementation of the Cost Recovery Study to both validate fee structures and, where necessary, establish new fees for programs that are not meeting cost recovery goals.</li> <li>3. To establish a new field use and fee policy.</li> <li>4. To create a "Friends of" charitable organization to subsidize financial aid to families and broaden the scope of services available to the Brookline community.</li> <li>5. To increase community event participation to establish a continuous presence throughout town.</li> <li>6. To continue valuable partnerships with other Town departments, local agencies, and businesses to broaden the spectrum of services offered to Town residents.</li> <li>7. To increase usage of available technology to mass market recreation activities to the community.</li> </ol> <p><b><u>ACCOMPLISHMENTS</u></b></p> <ol style="list-style-type: none"> <li>1. Completed the Cost Recovery Study and began implementing methodology.</li> <li>2. Expanded use of website brooklinerec.com for more user friendly accessibility.</li> <li>3. Changed the format of the financial aid application to allow for a broader range of allocation to families in need.</li> <li>4. Created a new mission statement.</li> <li>5. Worked with Building Department to finish the Soule Recreation Center HVAC system project.</li> <li>6. Achieved 20% on-line registrations with the new software application in the first eight months of use.</li> <li>7. Began the "Recreation Notes" section in the TAB newspaper bi-weekly.</li> <li>8. Hosted several community outreach gatherings at housing developments.</li> <li>9. Created a new logo from a contest initiative.</li> <li>10. Expanded the basketball program to include grades K-2.</li> <li>11. Added a new family changing area in the locker room.</li> </ol>	<b>PERFORMANCE / WORKLOAD INDICATORS</b>					
		ACTUAL FY2008	ESTIMATE FY2009	ACTUAL FY2009	ESTIMATE FY2010	ESTIMATE FY2011
	Registration by Telephone	2,100	2,200	9,594	2,500	2,500
	\$ Collected	N/A	N/A	\$991,860	\$1,000,000	\$1,000,000
	On-Line Registration/Payment					
	# of Registrations	3,700	4,000	2,106	6,500	6,500
	\$ Collected	\$180,000	\$220,000	\$216,941	\$250,000	\$250,000
	Telephone Inquiries	1,700	1,000	750	1,000	1,000
	Commission Projects	20	20	5	3	3
	Special Events (attendance)	3,000	3,300	3,300	5,500	5,500

<b>TOWN OF BROOKLINE</b> <b>FY2011 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Leisure Services</b> <b>PROGRAM: Recreation</b>
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**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE
Personnel	649,643	676,280	654,186	-22,093	-3.3%
Services	88,818	89,179	85,287	-3,892	-4.4%
Supplies	35,246	40,703	40,703	0	0.0%
Other	2,375	2,400	2,400	0	0.0%
Utilities	132,758	131,312	124,576	-6,736	-5.1%
Capital	4,069	30,880	31,380	500	1.6%
<b>TOTAL</b>	<b>912,909</b>	<b>970,754</b>	<b>938,533</b>	<b>-32,221</b>	<b>-3.3%</b>
BENEFITS			663,108		
REVENUE	0	0	0	0	0.0%
Golf Enterprise	1,183,832	1,266,200	1,251,200	-15,000	-1.2%
Revolving Fund	1,672,596	1,661,795	1,797,000	135,205	8.1%

**SUMMARY OF SUB-PROGRAMS**

ELEMENTS	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE
Administration	246,239	263,157	670,875	407,718	154.9%
Swimming Pool	227,157	229,681	267,657	37,977	16.5%
Rec Programs	439,513	477,916	0	-477,916	-100.0%
<b>TOTAL</b>	<b>912,909</b>	<b>970,754</b>	<b>938,533</b>	<b>-32,221</b>	<b>-3.3%</b>
Golf Enterprise	1,183,832	1,266,200	1,251,200	-15,000	-1.2%
Revolving Fund	1,672,596	1,661,795	1,797,000	135,205	8.1%

**ADMINISTRATION**

CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE
Personnel	186,803	189,822	397,213	207,391	109.3%
Services	29,308	28,642	85,037	56,395	196.9%
Supplies	3,234	1,000	30,269	29,269	2926.9%
Other	2,375	2,400	2,400	0	0.0%
Utilities	20,449	10,413	124,576	114,163	1096.4%
Capital	4,069	30,880	31,380	500	1.6%
<b>TOTAL</b>	<b>246,239</b>	<b>263,157</b>	<b>670,875</b>	<b>407,718</b>	<b>154.9%</b>

**SWIMMING POOL**

CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE
Personnel	215,351	218,997	256,973	37,977	17.3%
Services	248	250	250	0	0.0%
Supplies	11,558	10,434	10,434	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>227,157</b>	<b>229,681</b>	<b>267,657</b>	<b>37,977</b>	<b>16.5%</b>

**REC PROGRAMS**

CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE
Personnel	247,489	267,461	0	-267,461	-100.0%
Services	59,262	60,287	0	-60,287	-100.0%
Supplies	20,454	29,269	0	-29,269	-100.0%
Other	0	0	0	0	0.0%
Utilities	112,309	120,899	0	-120,899	-100.0%
Capital	0	0	0	0	0.0%
<b>TOTAL</b>	<b>439,513</b>	<b>477,916</b>	<b>0</b>	<b>-477,916</b>	<b>-100.0%</b>

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET					PROGRAM GROUP: Leisure Services PROGRAM: Recreation					
ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2010 SALARY RANGE		FY2010 BUDGET		FY2011 RECOMMENDATION	
			FY2008	FY2009	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Director	D-5	1.00	1.00	87,830	103,459	1.00	91,842	1.00	93,220
	Recreation Supervisor II	T-7	1.00	1.00	61,626	69,727	1.00	69,727	1.00	69,727
	Area Manager / Programs	GN-10	1.00	1.00	55,844	58,654	1.00	58,654	1.00	58,654
	Area Manager / Aquatic Director	GN-10	1.00	1.00	55,844	58,654	1.00	58,654	1.00	58,654
	Area Manager/Soule Rec Center/Early Childhood	GN-10	0.00	0.00	55,844	58,654	0.00	0	1.00	56,765
	Business/Administrative Manager	GN-8	0.00	0.00	51,017	53,585	0.00	0	1.00	53,585
	Recreation Leader	GN-7	5.00	5.00	46,934	49,296	5.00	240,918	1.00	47,709
	Assistant Recreation Leader/Aquatics	GN-5	1.00	1.00	40,805	42,859	1.00	40,805	1.00	41,479
	Building Custodian	MN-4	1.00	1.00	47,173	49,576	1.00	49,576	1.00	49,576
	Senior Clerk Typist	C-4	1.00	1.00	36,632	38,386	1.00	38,006	1.00	38,386
	Recreation Receptionist	C-4	0.00	0.00	36,632	38,386	0.00	0	1.00	37,653
	Facilities Assistant		0.00	0.00		\$16.22/hr.	0.00	0	1.00	31,749
	Subtotal		12.00	12.00			12.00	648,182	12.00	637,156
	Other									
510140	Shift Differential							7,818		1,618
510300	Regular Overtime							13,705		9,187
513044	Longevity Pay							3,775		3,775
515501	Clothing/Uniform Allowance (In Lieu of Boots)							2,800		2,450
	Subtotal							28,098		17,030
	Total		12.00	12.00			12.00	676,280	12.00	654,186

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Golf Enterprise Fund					
<b><u>PROGRAM DESCRIPTION</u></b> The Robert T. Lynch Municipal Golf Course at Putterham Meadows is an 18-hole public course designed and built by Stiles and Van Kleek in 1931. The course features a practice putting green, practice chipping green, and teaching areas. The clubhouse adjacent to the course houses an administrative office, a large foyer with tables and chairs, and a full-service restaurant with either indoor or outdoor dining available. A fully equipped pro-shop is also maintained at the course.  Close to \$3 million dollars in capital improvements have been implemented since FY03, including renovation of tee complexes, sand bunkers, and greens throughout the course; installation of paved cart paths; renovation of the irrigation and remote control systems; and improvements to the interior of the clubhouse.  The finances of the Golf Course are accounted for in an Enterprise Fund, as allowed under M.G.L. Ch. 44, section 53F 1/2. The Enterprise Fund fully reimburses the General Fund for expenses incurred on behalf of the golf course, including fringe benefits. In addition, the Golf Course returns its budgeted year-end profit to the Town via the "Town Fee".	<b><u>BUDGET STATEMENT</u></b> The FY11 budget reflects an decrease of \$15,000 (1.2%). Personnel increases \$4,957 (1.2%) for a collective bargaining increase of \$4,257 that represents a 1% wage increase assumption for FY11 and an increase in the Uniform Allowance (\$700).  Services decrease \$10,000 (5.6%) driven by the \$15,000 decrease in General Consulting, which was used to fund an operational study in FY10. Other decreases in this line include Office Equipment Rentals/Leases (\$2,500), Technical Sevices (\$2,000), and Printing Services (\$500). These decreases are slightly offset by increases in Contracted Services (\$3,000), Water (\$2,000), Data Processing Repair and Maintenance (\$1,540), Software Service Contract (\$1,500), Building Cleaning Service (\$1,000), and Computer Hardware Rental (\$960).  Supplies increase \$3,000 (2.3%) reflecting the shift from Recreation Supplies (\$37,000) to the newly established Pro Shop Supplies account (\$40,000). Utilities increase \$1,035 (2.1%) and reflects increases in Gasoline (\$2,253), Diesel Fuel (\$1,240), and Natural Gas (\$516), offset by decreases in Heating Oil (\$2,707) and Electricity (\$267).  The Intragovernmental Reimbursement decreases \$5,128 (2.8%), with the "Town Fee" component decreasing \$7,377 (12.2%) and Benefits increasing \$2,069 (2.3%). Debt Service decreases \$350 (0.2%), and the Reserve decreases \$8,515 (36.2%).					
<b>PROGRAM COSTS</b>						
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		
				\$ CHANGE	% CHANGE	
Personnel	418,997	426,591	431,548	4,957	1.2%	
Services	138,386	177,242	167,242	-10,000	-5.6%	
Supplies	110,406	129,975	132,975	3,000	2.3%	
Other	5,470	4,100	4,100	0	0.0%	
Utilities	55,859	48,364	49,398	1,035	2.1%	
Capital	85,614	85,580	85,580	0	0.0%	
Intragov'tal Reimbursement	179,064	186,349	181,222	-5,128	-2.8%	
Debt Service	190,037	184,484	184,134	-350	-0.2%	
Reserve	0	23,515	15,000	-8,515	-36.2%	
TOTAL	1,183,832	1,266,200	1,251,200	-15,000	-1.2%	
BENEFITS			92,352			
REVENUE	1,197,302	1,266,200	1,251,200	-15,000	-1.2%	

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET	PROGRAM GROUP: Leisure Services PROGRAM: Golf Enterprise Fund																																																										
<b><u>FY2011 OBJECTIVES</u></b> 1. To increase rounds by 10% by offering more leagues. 2. To increase tournament rounds by 10%. 3. To increase the email database by 1,000 emails. 4. To continue to perform course improvements and plan for future improvements through the development of a careful CIP strategy, with primary focus on drainage improvements. 5. To increase outreach to local businesses to offer partnerships, leagues, and promotional opportunities. 6. To increase market presence by focusing on visibility to the community. 7. To continue to focus on customer service as a cornerstone of business retention. 8. To begin implementation of the recommendations from the Operational and Management Study.  <b><u>ACCOMPLISHMENTS</u></b> 1. Started an in-house Men's League on Thursday evening which generated 200 more rounds. 2. Began a new Women's League. 3. Offered more Junior Clinics levels and activities such as SNAG (Starting New at Golf). 4. Became a PGA certified "Get Golf Ready" facility. 5. Contracted with the National Golf Foundation to conduct an operational and management review. 6. Began bridge work to address drainage issues. 7. Painted the exterior of the Clubhouse and purchased new outdoor furniture. 8. Added a punch card alternative for pre-paid golf fees. 9. Renovated two bunkers on course. 10. Repair work was made to the clubhouse chimney and roof.	<b>PERFORMANCE / WORKLOAD INDICATORS</b> <table><tr><th></th><th>ACTUAL FY2008</th><th>ESTIMATE FY2009</th><th>ACTUAL FY2009</th><th>ESTIMATE FY2010</th><th>ESTIMATE FY2011</th></tr><tr><td colspan="6"># of Rounds:</td></tr><tr><td>Number of Rounds</td><td>37,477</td><td>36,800</td><td>33,296</td><td>26,000</td><td>37,000</td></tr><tr><td>Number of Tournaments</td><td>2,570</td><td>2,400</td><td>2,237</td><td>2,460</td><td>2,400</td></tr><tr><td>Summer &amp; Fall Fourball</td><td>76</td><td>80</td><td>68</td><td>80</td><td>80</td></tr><tr><td>Junior Golf lessons &amp; camps</td><td>180</td><td>200</td><td>220</td><td>220</td><td>240</td></tr><tr><td>Private lessons</td><td>1,050</td><td>1,100</td><td>850</td><td>935</td><td>1,000</td></tr><tr><td>Private school play</td><td>1,256</td><td>1,300</td><td>1,279</td><td>1,300</td><td>1,300</td></tr><tr><td>Online tee time reservations</td><td>N/A</td><td>5,500</td><td>6,785</td><td>7,500</td><td>8,000</td></tr></table>						ACTUAL FY2008	ESTIMATE FY2009	ACTUAL FY2009	ESTIMATE FY2010	ESTIMATE FY2011	# of Rounds:						Number of Rounds	37,477	36,800	33,296	26,000	37,000	Number of Tournaments	2,570	2,400	2,237	2,460	2,400	Summer & Fall Fourball	76	80	68	80	80	Junior Golf lessons & camps	180	200	220	220	240	Private lessons	1,050	1,100	850	935	1,000	Private school play	1,256	1,300	1,279	1,300	1,300	Online tee time reservations	N/A	5,500	6,785	7,500	8,000
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TOWN OF BROOKLINE FY2011 PROGRAM BUDGET					PROGRAM GROUP: Leisure Services PROGRAM: Golf Enterprise Fund					
ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2010 SALARY RANGE		FY2010 BUDGET		FY2011 RECOMMENDATION	
			FY2008	FY2009	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Director of Golf	T-9	1.00	1.00	66,655	75,417	1.00	75,417	1.00	75,417
	Head Superintendent	GN-13	1.00	1.00	65,360	68,649	1.00	68,649	1.00	68,649
	Head Golf Pro / Rink Manager (1)	GN-8	0.67	0.67	51,017	53,585	0.67	35,723	0.67	35,723
	Assistant Superintendent	GN-7	1.00	1.00	46,934	49,296	1.00	49,296	1.00	49,296
	Subtotal		3.67	3.67			3.67	229,085	3.67	229,085
510901	Temporary Part Time Salaries (2)									
	Seasonals		5.27	5.27		\$12.12/hr.	5.27	129,069	5.27	129,069
	Cashier/Golf		1.00	1.00	\$11.95/hr.	\$12.33/hr.	1.00	53,132	1.00	53,132
	Teachers/Instructors				\$12.07/hr.	\$20.00/hr.		3,296		3,296
	Vacation Coverage/Co-op Students				\$11.95/hr.	\$12.33/hr.		5,464		5,464
	Subtotal		6.27	6.27			6.27	190,962	6.27	190,962
	Other									
510300	Regular Overtime							5,683		5,683
513044	Longevity Pay							625		625
515501	Clothing/Uniform Allowance (In Lieu of Boots)							235		935
	Subtotal							6,543		7,243
	Collective Bargaining Increase									4,257
	<b>Total</b>		<b>9.93</b>	<b>9.93</b>			<b>9.93</b>	<b>426,591</b>	<b>9.93</b>	<b>431,548</b>
	(1) 2/3 of Head Golf Pro/ Rink Manager salary charged to Golf Enterprise Fund and 1/3 charged to Recreation Revolving Fund (2) Rates shown for Part Time positions are effective 7/1/10									



<p align="center"><b>TOWN OF BROOKLINE FY2011 PROGRAM BUDGET</b></p>	<p align="center"><b>PROGRAM GROUP: Leisure Services PROGRAM: Recreation Revolving Fund</b></p>
<p><b><u>PROGRAM DESCRIPTION</u></b> Under Chapter 44, Section 53E1/2 of the Massachusetts General Laws, the Town is authorized to establish revolving funds. This specific revolving fund enables the Recreation Department to operate numerous programs on a self-supporting basis. All revenue derived from revolving fund programs is used to offset all expenses of these same programs.</p> <p><b><u>BUDGET STATEMENT</u></b> The FY11 budget reflects an increase of \$135,205 (8.1%). Personnel increases \$107,463 (10%) primarily due to an increase in Part-Time Salaries (\$80,000), which brings the budget up to actual spending levels in this account. Other increases in Personnel include the impact of the re-alignment of programatic costs from the General Fund to Revolving (\$24,525), as well as the re-classification of Day Care staff (\$8,817), Overtime (\$4,519), Steps (\$439), and \$11,636 for collective bargaining, which assumes a 1% wage adjustment. These increases are partially offset by the agreement with the School Department to share in the costs of the bus program where 40% of the Bus Driver will be charged to the School Department in FY11 (\$22,472).</p> <p>Services increase \$18,724 (11%) due to increases in Recreation Services (\$10,000), the Software Service Contract (\$6,000) and Building Maintenance (\$2,724). Supplies increase \$6,772 (5.3%), which reflects an increase in Food Non-Reimbursable (\$16,972) offset by decreases in Recreation Supplies (\$7,700) and Meals and Receptions (\$2,500). The \$2,500 (6.5%) increase in Other is for Out of State Airfare (\$1,500) and Out of State Hotel (\$1,000).</p> <p>Utilities decrease by \$5,368 (15.8%) driven by a decrease in Natural Gas (\$8,628), which is offset by increases in Electricity (\$2,960) and Propane (\$300). The \$15,200 (175.3%) increase in Capital is for furniture and additional computer leases while the Intragovernmental Reimbursement decreases \$10,086 (4.8%) due to GIC savings.</p>	<p><b><u>FY2011 OBJECTIVES</u></b></p> <ol style="list-style-type: none"> <li>1. To increase programs that focus on health and wellness for all ages.</li> <li>2. To achieve a 50% rate of enrollment through online registrations.</li> <li>3. To continue the use of the Massachusetts Department of Early Childhood Education standards to deliver quality early childhood curriculum at both the Soule Early Childhood Center and the After School Program at the Eliot Recreation Center.</li> <li>4. To increase visibility of the Department by having a larger presence at community events.</li> <li>5. To offer programs at satellite locations throughout town to "bring the programs to the people" and to ensure that all community members have access to recreation.</li> <li>6. To create financial sustainability for long-term recreational community benefit.</li> </ol> <p><b><u>ACCOMPLISHMENTS</u></b></p> <ol style="list-style-type: none"> <li>1. Awarded a contract to Net Results Tennis to conduct tennis programs at Amory Tennis Courts and the Waldstein tennis facility. In addition, they offered programs at the Tappan facility during the winter months.</li> <li>2. Took part in many community events throught the year. In addition to the summer concerts series held by the Department at Emerson Park, the Department participated in the re-opening of the Amory Field, Pierce Fit Fest, Minutes in Motion, various Brookline on the Move activites, and outreach to many community-wide resources.</li> <li>3. Strengthened the partnership with the Council on Aging by engaging in various on-site activities and planning for special events. The Active Adults program continues to offer trips for seniors.</li> <li>4. Registered over 300 Summer Camp participants at three separate locations. A continued partnership with the School Department provided many students with fun and safe activities throughout the summer months.</li> <li>5. The Soule Early Childhood Center continued to have a full enrollment for the school year program.</li> <li>6. The swim programs at the Evelyn Kirrane Aquatics Center continued to increase offerings and enrollments.</li> <li>7. The RAFT program continued to register more than 700 kids into the program.</li> <li>8. The youth recreation and travel basketball programs experienced an increase in numbers, and serveral new programs were offered.</li> <li>9. Began new Therapeutic Recreation Programs.</li> <li>10. Added a High School Soccer Program.</li> </ol>

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET						PROGRAM GROUP: Leisure Services PROGRAM: Recreation Revolving Fund					
PERFORMANCE / WORKLOAD INDICATORS						PERFORMANCE / WORKLOAD INDICATORS					
	ACTUAL FY2008	ESTIMATE FY2009	ACTUAL FY2009	ESTIMATE FY2010	ESTIMATE FY2011		ACTUAL FY2008	ESTIMATE FY2009	ACTUAL FY2009	ESTIMATE FY2010	ESTIMATE FY2011
<u># of Participants:</u>						<u># of Participants:</u>					
School Based Programs						Summer Camp					
Soule	48	48	48	48	48	Express	N/A	N/A	120	125	125
After School	40	40	38	40	40	Kangaroo and Gator	N/A	N/A	600	600	600
Vacation Week	N/A	N/A	71	75	75						
Permits						Tennis & Basketball					
Fields	450	550	425	550	550	Tennis - Indoor	N/A	N/A	30	30	30
Special Event	N/A	N/A	111	125	125	Tennis - Outdoor	N/A	N/A	707	700	700
Larz Picnic & Shelter	35,465	40,000	40,000	45,000	45,000	Basketball	N/A	N/A	309	300	300
Skating/Rink						RAFT	960	960	958	970	970
Gen Public	24,000	28,000	28,752	29,000	29,000	Therapeutic Rec	100	100	20	125	125
Rink Rentals	450	3,000	3,250	3,500	3,500						
Youth Sports						Community Programs					
Softball	N/A	N/A	99	100	100	American Red Cross	N/A	N/A	24	25	25
Lacrosse	N/A	N/A	225	250	250	Community Gardens	N/A	N/A	94	94	94
Basketball	724	805	444	905	905	Indoor Play	N/A	N/A	165	175	175
Soccer	900	1,100	1,971	1,100	1,100	Environmental Ed	1,336	1,400	1,492	1,500	1,500
Ski/Snowboard Lessons	N/A	N/A	44	50	50	Active Adults	300	350	300	400	400
Aquatics						Travel/trips	52	160	133	160	160
Public Swim	30,000	30,500	31,000	31,000	31,000						
BHS Swim Team	70	70	79	70	70						
Rec Swim Team	151	212	215	200	200						
Swim Lessons	300	1,650	1,992	1,700	1,700						

<b>TOWN OF BROOKLINE</b> <b>FY2011 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Leisure Services</b> <b>PROGRAM: Recreation Revolving Fund</b>
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**PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE
Personnel	1,141,829	1,071,684	1,179,146	107,463	10.0%
Services	183,755	169,482	188,206	18,724	11.0%
Supplies	107,861	128,397	135,169	6,772	5.3%
Other	18,382	38,635	41,135	2,500	6.5%
Utilities	19,180	34,057	28,689	-5,368	-15.8%
Capital	3,562	8,670	23,870	15,200	175.3%
Intragovernmental Reimbursement	198,027	210,870	200,784	-10,086	-4.8%
<b>TOTAL</b>	<b>1,672,596</b>	<b>1,661,795</b>	<b>1,797,000</b>	<b>135,205</b>	<b>8.1%</b>
BENEFITS			196,716		
REVENUE	1,720,481	1,661,795	1,797,000	135,205	8.1%

**SUMMARY OF SUB-PROGRAMS**

CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE
School Based Programs	480,200	490,828	466,989	-23,839	-4.9%
Permits	5,435	5,777	6,035	258	4.5%
Ice Skating and Rink	72,267	47,027	62,460	15,433	32.8%
Youth Programs	130,109	183,410	170,040	-13,370	-7.3%
Aquatic	321,613	242,647	274,668	32,021	13.2%
Summer Camp	221,995	236,743	225,004	-11,739	-5.0%
Tennis/Basketball Programs	33,980	35,366	41,313	5,946	16.8%
Teen Programs	54,124	34,475	34,656	181	0.5%
Community Program	21,834	36,885	36,994	109	0.3%
Administration	236,540	236,636	370,113	133,477	56.4%
Environmental Programs	78,421	101,501	98,229	-3,272	-3.2%
Adult Programs	16,076	10,500	10,500	0	0.0%
<b>TOTAL</b>	<b>1,672,596</b>	<b>1,661,795</b>	<b>1,797,000</b>	<b>135,205</b>	<b>8.1%</b>

**SCHOOL BASED PROGRAMS**

CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE
Personnel	348,354	350,849	332,474	-18,375	-5.2%
Services	8,072	13,010	13,010	0	0.0%
Supplies	19,035	17,950	14,950	-3,000	-16.7%
Other	0	5,300	5,300	0	0.0%
Capital	0	0	9,000	9,000	-
Intragovernmental Reimbursement	104,740	103,719	92,255	-11,464	-11.1%
<b>TOTAL</b>	<b>480,200</b>	<b>490,828</b>	<b>466,989</b>	<b>-23,839</b>	<b>-4.9%</b>
REVENUE	459,963	475,000	475,000	0	0.0%

**ICE SKATING AND RINK**

CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE
Personnel	46,791	32,329	32,651	322	1.0%
Services	14,121	5,455	15,455	10,000	183.3%
Supplies	8,437	6,986	11,486	4,500	64.4%
Other	0	0	0	0	0.0%
Capital	739	0	400	400	-
Intragovernmental Reimb.	2,179	2,257	2,468	211	9.3%
<b>TOTAL</b>	<b>72,267</b>	<b>47,027</b>	<b>62,460</b>	<b>15,433</b>	<b>32.8%</b>
REVENUE	137,541	110,000	110,000	0	0.0%

**PERMITS**

CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE
Personnel	5,435	5,777	5,835	58	1.0%
Services	0	0	0	0	0.0%
Supplies	0	0	0	0	0.0%
Other	0	0	0	0	0.0%
Capital	0	0	200	200	-
<b>TOTAL</b>	<b>5,435</b>	<b>5,777</b>	<b>6,035</b>	<b>258</b>	<b>4.5%</b>
REVENUE	71,807	70,000	70,000	0	0.0%

**YOUTH PROGRAMS**

CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE
Personnel	62,991	80,160	80,961	801	1.0%
Services	27,054	36,780	36,780	0	0.0%
Supplies	6,037	28,690	23,990	-4,700	-16.4%
Other	12,795	8,500	8,500	0	0.0%
Capital	0	0	0	0	0.0%
Intragovernmental Reimb.	21,232	29,280	19,809	-9,471	-32.3%
<b>TOTAL</b>	<b>130,109</b>	<b>183,410</b>	<b>170,040</b>	<b>-13,370</b>	<b>-7.3%</b>
REVENUE	208,162	235,000	235,000	0	0.0%

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET						PROGRAM GROUP: Leisure Services PROGRAM: Recreation Revolving Fund					
<b>AQUATIC</b>						<b>COMMUNITY PROGRAMS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	289,899	187,338	231,702	44,364	23.7%	Personnel	2,609	10,860	10,969	109	1.0%
Services	4,334	13,380	13,380	0	0.0%	Services	8,742	12,200	12,200	0	0.0%
Supplies	24,256	24,846	24,846	0	0.0%	Supplies	6,612	12,325	12,325	0	0.0%
Other	1,917	3,000	3,000	0	0.0%	Other	0	1,500	1,500	0	0.0%
Capital	1,206	1,740	1,740	0	0.0%	Capital	0	0	0	0	0.0%
Intragovernmental Reimbursement	0	12,343	0	-12,343	-100.0%	Intragovernmental Reimb.	3,872	0	0	0	0.0%
TOTAL	321,613	242,647	274,668	32,021	13.2%	TOTAL	21,834	36,885	36,994	109	0.3%
REVENUE	408,731	390,000	420,000	30,000	7.7%	REVENUE	9,364	12,000	14,000	2,000	16.7%
<b>SUMMER CAMP</b>						<b>ADMINISTRATION</b>					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE					\$ CHANGE	% CHANGE
Personnel	179,624	192,056	186,185	-5,871	-3.1%	Personnel	95,568	85,638	169,634	83,996	98.1%
Services	9,902	15,180	15,180	0	0.0%	Services	59,766	63,697	72,421	8,724	13.7%
Supplies	11,645	7,000	7,000	0	0.0%	Supplies	24,676	14,000	23,972	9,972	71.2%
Other	0	500	500	0	0.0%	Other	3,530	5,700	8,200	2,500	43.9%
Capital	0	0	0	0	0.0%	Utilities	19,180	33,257	27,589	-5,668	-17.0%
Intragovernmental Reimbursement	20,823	22,007	16,139	-5,868	-26.7%	Capital	374	5,580	5,580	0	0.0%
TOTAL	221,995	236,743	225,004	-11,739	-5.0%	Intragovernmental Reimb.	33,446	28,764	62,716	33,952	118.0%
REVENUE	258,236	259,796	273,000	13,204	5.1%	TOTAL	236,540	236,636	370,113	133,477	56.4%
<b>TENNIS/BASKETBALL PROGRAMS</b>						REVENUE	55,098	0	0	0	0.0%
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		<b>ENVIRONMENTAL EDUCATION</b>					
				\$ CHANGE	% CHANGE	CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
Personnel	33,100	34,666	35,013	346	1.0%					\$ CHANGE	% CHANGE
Services	880	0	0	0	0.0%	Personnel	59,364	73,966	75,497	1,531	2.1%
Supplies	0	700	700	0	0.0%	Services	5,239	3,100	3,100	0	0.0%
Other	0	0	0	0	0.0%	Supplies	1,943	7,500	7,500	0	0.0%
Capital	0	0	5,600	5,600	-	Other	140	3,635	3,635	0	0.0%
TOTAL	33,980	35,366	41,313	5,946	16.8%	Utilities	0	800	1,100	300	37.5%
REVENUE	11,781	10,000	80,000	70,000	700.0%	Capital	0	0	0	0	0.0%
<b>TEEN PROGRAMS</b>						Intragovernmental Reimb.	11,735	12,500	7,397	-5,103	-40.8%
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10		TOTAL	78,421	101,501	98,229	-3,272	-3.2%
				\$ CHANGE	% CHANGE	REVENUE	38,171	35,000	40,000	5,000	14.3%
Personnel	18,094	18,045	18,226	181	1.0%						
Services	29,569	4,680	4,680	0	0.0%						
Supplies	5,219	8,400	8,400	0	0.0%						
Other	0	2,000	2,000	0	0.0%						
Capital	1,242	1,350	1,350	0	0.0%						
TOTAL	54,124	34,475	34,656	181	0.5%						
REVENUE	53,178	50,000	50,000	0	0.0%						

**TOWN OF BROOKLINE  
FY2011 PROGRAM BUDGET**

**PROGRAM GROUP: Leisure Services  
PROGRAM: Recreation Revolving Fund**

**ADULT PROGRAMS**

CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE
Personnel	0	0	0	0	0.0%
Services	16,076	2,000	2,000	0	0.0%
Supplies	0	0	0	0	0.0%
Other	0	8,500	8,500	0	0.0%
Capital	0	0	0	0	0.0%
Intragovernmental Reimbursement	0	0	0	0	0.0%
<b>TOTAL</b>	16,076	10,500	10,500	0	0.0%
<b>REVENUE</b>	22,496	15,000	30,000	15,000	100.0%

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET					PROGRAM GROUP: Leisure Services PROGRAM: Recreation Revolving Fund					
ACCT.#	POSITION TITLE	GRADE	NUMBER OF POSITIONS FUNDED		FY2010 SALARY RANGE		FY2010 BUDGET		FY2011 RECOMMENDATION	
			FY2008	FY2009	LOW	HIGH	NO.	AMOUNT	NO.	AMOUNT
510101	Permanent Full Time Salaries									
	Bookkeeper	C-9	1.00	0.00	44,212	46,040	0.00	0	0.00	0
	Director, Early Learning Center	GN-10	1.00	1.00	55,844	58,654	1.00	56,765	0.00	0
	Business/Administrative Manager	GN-8	0.00	1.00	51,017	53,585	1.00	52,715	0.00	0
	Head Golf Pro / Rink Manager (1)	GN-8	0.33	0.33	51,017	53,585	0.33	17,862	0.33	17,862
	Recreation Leader	GN-7	0.00	0.00	46,934	49,296	0.00	0	3.00	147,088
	Administrator/Lead Teacher	GN-7	0.00	0.00	46,934	49,296	0.00	0	1.00	48,496
	Environmental Educator and Outreach Coordinator	GN-7	0.00	1.00	46,934	49,296	1.00	47,709	1.00	48,496
	Assistant Recreation Leader/ Environmental	GN-5	1.00	0.00	40,805	42,859	0.00	0	0.00	0
	Lead Teacher	GN-4	0.00	0.00	36,597	38,438	3.00	109,790	4.00	148,802
	Teacher	GN-3	4.00	4.00	32,676	34,320	0.00	0	0.00	0
	Assistant Teacher	GN-2	1.00	1.00	29,705	31,200	2.00	61,395	1.00	31,200
	Recreation Receptionist	C-4	1.00	1.00	36,632	38,386	1.00	37,220	0.00	0
	Bus Driver (2)		1.00	1.00		35,235	1.00	35,235	1.00	35,235
	Facilities Assistant		1.00	1.00		\$16.22/hr.	1.00	31,749	0.00	0
	Charge Off to School Department (2)							0		(22,472)
	Subtotal		11.33	11.33			11.33	450,439	11.33	454,706
510102	Permanent Part Time Salaries (3)									
	Activity Specialist/Soccer		0.93	0.93			0.93	42,812	0.93	42,812
	Lead Teacher	GN-4	0.70	0.70	29,705	31,200	0.70	20,794	0.70	21,137
	After School Director		0.60	0.60		\$12.46/hr.	0.60	15,381	0.60	15,381
	Subtotal		2.23	2.23			2.23	78,986	2.23	79,329
510901	Temporary Part Time Salaries (3)									
	Assistant Recreation Leader	R-3			\$9.00/hr.	\$25.00/hr.		239,522		239,744
	Park Rangers (Green Dog Program)					\$12.50/hr.		25,907		25,907
	Teacher/Instructor				\$12.07/hr	\$20.00/hr.		53,872		53,872
	Teacher Assistant				\$12.07/hr	\$20.00/hr.		17,421		17,421
	Lesson Coordinator				\$12.07/hr	\$25.00/hr.		8,923		8,923
	Referees/Umpires				\$9.00/hr.	\$38.00/hr.		15,677		15,677
	Swim Team Coach/ Asst Coach				\$12.07/hr	\$25.00/hr.		30,881		30,881
	Lifeguard				\$9.00/hr.	\$15.00/hr.		103,529		183,530
	Private Lesson Instructors				\$15.00/hr.	\$25.00/hr.		9,836		9,836
	Houseworker	MN-1			31,778	33,397		2,339		2,339
	Bus Driver				\$15.30/hr.	\$17.00/hr.		13,605		13,605
	Subtotal							521,511		601,733
	Other									
510140	Shift Differential							2,132		8,332
510300	Regular Overtime							15,000		19,518
513044	Longevity Pay							0		625
515501	Clothing/Uniform Allowance							3,616		3,266
	Subtotal							20,748		31,741
	Collective Bargaining									11,636
	(1) 2/3 of Head Golf Pro/ Rink Manager salary charged to Golf Enterprise Fund and 1/3 charged to Recreation Revolving Fund									
	(2) 40% of this position is funded by the School Department									
	(3) Rates shown for Part Time positions are effective 7/1/10									
	<b>Total</b>		<b>13.56</b>	<b>13.56</b>			<b>13.56</b>	<b>1,071,684</b>	<b>13.56</b>	<b>1,179,146</b>

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET	PROGRAM GROUP: Non-Departmental PROGRAM: Personnel Benefits				
<b>PENSIONS - CONTRIBUTORY</b> This account covers the pension benefit cost for employees who are part of the Town's retirement system, of which there are approximately 1,468 active employees, 1,137 inactive employees, and 854 retired employees. [Teacher pensions are funded by the State, not the Town.] The retirement system is governed by Massachusetts General Laws, Ch. 32 and is regulated by the Public Employee Retirement Administration Commission (PERAC), a state entity responsible for the oversight, guidance, monitoring, and regulation of the 106 public pension systems in Massachusetts. The Town's pension fund is under the control and custody of the Retirement Board, an entity that consists of two employees / former employees who are elected, one appointee of the Board of Selectmen, the Town Comptroller, and a fifth member chosen by the other four. As of December 31, 2009, the retirement system was valued at approximately \$190 million, an amount that reflects the 27% gain during CY09.  In 1989, the Town accepted the optional provision of the State Pension Reform law that commits the Town to funding its pension system in full over 40 years. Based on its current funding schedule, the system will be fully funded in 2025. The Town also had home rule legislation passed in 1992 that eliminated the requirement to appropriate more funds than a full-funding payment schedule would dictate. In May, 1997, Town Meeting accepted Chapter 71 of the Acts of 1996, which provided for up to four additional years of creditable service for qualified veterans for retirement purposes. At the same Town Meeting, the provisions of Chapter 32, Sections 90A, 90C, and 90D were accepted that increased the pensions of current disabled retirees to a level between 30% and 35% of the current pay of the position from which they retired. Lastly, in September, 1998, Town Meeting voted to accept the provisions of Chapter 32, Section 103, which provides for a cost-of-living adjustment for retirees of up to 3% on the first \$12,000 of pension benefits (maximum of \$360).  In an effort to help make up for the 28% loss in CY08, the 2009 Fall Town Meeting approved appropriating additional funds (\$965,151) into the pension fund. These funds came from two sources: new Meals Excise Tax / increased Lodging Excise Tax (\$700,000) and the balance in the FY10 Collective Bargaining Reserve (\$265,151). For FY11, it is recommended that these funds remain in the budget base. When added to the increase required in accordance with the Town's funding schedule approved by PERAC, the recommended appropriation for FY11 is increased \$756,238 (5.8%) to \$13.8 million.					
<b>PENSIONS - NON-CONTRIBUTORY</b> Employees eligible for a non-contributory pension include persons hired prior to the establishment of a retirement system and who have at least 15 years of service, Veterans hired prior to July 1, 1939 that have at least 30 years of service, and disabled Veterans who have at least 10 years of service. There are currently 11 retirees receiving such pensions. Total FY11 expenditures are projected at \$215,000, a decrease of \$15,000 (6.5%).					
<b>PROGRAM COSTS</b>					
CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE
Pensions - Contributory	11,421,618	13,028,716	13,784,954	756,238	5.8%
Pensions - Non-Contributory	265,021	230,000	215,000	(15,000)	-6.5%
Group Health Program	20,860,382	24,073,604	21,227,416	(2,846,188)	-11.8%
Group Health Enrollment Allocation Reserve	0	0	400,000	400,000	-
Retiree Group Health Fund (OPEB's) *	0	250,000	887,295	637,295	254.9%
Employee Assistance Program	25,282	28,000	28,000	0	0.0%
Group Life Insurance	150,971	162,000	130,000	(32,000)	-19.8%
Disability Insurance	13,460	16,000	16,000	0	0.0%
Worker's Compensation *	1,550,000	1,350,000	1,350,000	0	0.0%
Public Safety IOD Medical Expenses *	300,000	300,000	325,000	25,000	8.3%
Unemployment Compensation *	166,000	166,000	400,000	234,000	141.0%
Public Safety Medical Disability	9,963	30,000	30,000	0	0.0%
Medicare Payroll Tax	1,340,708	1,430,000	1,555,000	125,000	8.7%
TOTAL EXPENDITURE	36,103,405	41,064,320	40,348,666	(715,654)	-1.7%
* Amounts transferred to the trust fund from General Fund revenues.					

**TOWN OF BROOKLINE  
FY2011 PROGRAM BUDGET**

**PROGRAM GROUP: Non-Departmental  
PROGRAM: Personnel Benefits**

**GROUP HEALTH PROGRAM**

Health insurance is a major cost center of the Town, accounting for more than 11% of the operating budget. Therefore, controlling its costs is vital to the Town's budget and, ultimately, to providing the level of services residents desire. Brookline implemented a new self-insured, managed health care plan in FY96. This, along with a moderation of national health care costs, kept expenditures under reasonable control through FY00. At that time, national cost trends began to rise as the sector began to experience financial stress. Since then, the Town has realized significant increases in health insurance budget, as detailed in the table to the right.

Between July 1, 1995 and September 30, 2004, the Town offered the Blue Cross / Blue Shield (BC/BS) products along with plans administered by Harvard Pilgrim. In response to 15% (BC/BS) and 20% (Harvard Pilgrim) premium increases expected for FY05, the Town issued an RFP in CY04 to ascertain whether more reasonable rate increases could be realized. BC/BS responded very favorably to the RFP, so the Town decided to move to a sole provider of health insurance. The result of the switch to one provider was a savings of \$830,000 for the Town and \$275,000 for employees. (On an annualized basis, the savings were \$1.1 million for the Town and \$400,000 for employees. The actual savings were less because the new plan went into effect on October 1, 2004.)

For FY08, the quoted rate increase was 12%. In response to the expected \$2.7 million increase, the Town and its unions, under Coalition Bargaining, agreed to a number of plan design changes that reduced premiums by approximately \$950,000 for the Town, partially offset by the loss of the Medicare Part D Subsidy from the Federal government (\$195,000), yielding a net savings of \$755,000 for FY08. On an annualized basis, the total premium reduction was nearly \$1.3 million. The plan design changes included the doubling of co-pays for doctors visits and prescription drugs, the institution of deductibles for in-patient and out-patient services, and a three-tier prescription drug program for retirees.

In FY11, as a result of the Town and the unions agreeing to move to the State administered Group Insurance Commission (GIC), the appropriation is projected to decrease \$2.85 million instead of increasing \$1.7 million. This is the major factor in the Town's ability to maintain service levels in this proposed FY11 Financial Plan. Thirty new enrollees are anticipated in FY11, bringing the FY11 Group Health budget to \$21.2 million, which reflects a decrease of \$2.85 million (11.8%), even after accounting for a projected 9% increase in rates for GIC plans.

Currently, there are approximately 2,870 enrollees, both active and retired employees, of which 1,354 are Town employees and 1,516 are School employees. An additional 30 enrollees are assumed for FY11. Between FY00 and FY10, there was an increase of 276 enrollees, or 10.5%. The graph to the right shows the increase in the number of enrollees since FY98, during which time enrollment has increased 13.2% (339 enrollees), the result of additional school employees -- the number of school enrollees has grown by approximately 300 -- and the growing number of retirees. This increase compounds the large rate increases, placing additional pressure on the Town's budget.

Of the 2,870 enrollees, 63% (1,802) are in Blue Cross plans and 37% (1,068) are in Medicare Supplement plans (Blue Seniors and Medex). The composition of enrollees in terms of active employees versus retirees is 49.7% active (1,426) and 50.3% retiree (1,444).

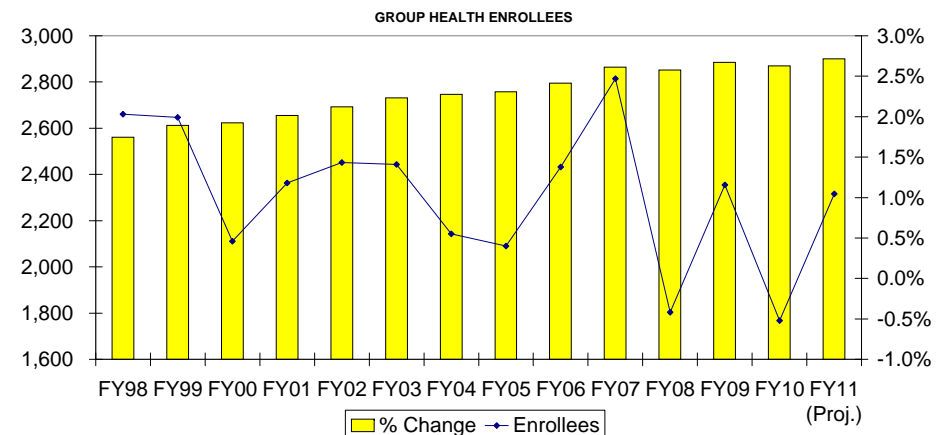
**RATE CHANGE**

	FY	BC / BS	HARVARD PILGRIM	GIC	BUDGET CHANGE
	2001	20%	13%	na	\$1,250,000
	2002	5%	1%	na	\$925,000
	2003	5%	14.79%	na	\$1,150,000
	2004	20%	17.56%	na	\$2,400,000
(1)	2005	-2%	20%	na	\$1,050,000
	2006	10.3%	na	na	\$1,360,000
	2007	14.0%	na	na	\$2,150,000
(2)	2008	6.0%	na	na	\$1,770,000
	2009	12.8%	na	na	\$2,000,000
	2010	7.8%	na	na	\$1,160,000
(3)	2011	na	na	9%	(\$2,850,000)
<b>Total</b>					<b>\$12,365,000</b>

(1) While Hvd Pilgrim no longer offered as of 10/1/04, those employees who went from Hvd Pilgrim to BC/BS realized a 20% increase. Those enrolled in BC/BS realized a decrease of 2% for 8 months.

(2) The quoted rate increase was 12%. After the Town and its unions agreed on a package of plan design changes, the rate increase was 6%.

(3) Estimated rate increase. Savings due to move to GIC plans.





TOWN OF BROOKLINE FY2011 PROGRAM BUDGET	PROGRAM GROUP: Non-Departmental PROGRAM: Personnel Benefits
<p><b>GROUP HEALTH ENROLLMENT ALLOCATION RESERVE</b></p> <p>The savings estimates associated with the move to the GIC assumed a certain level of enrollment allocated among various plan options. Preliminary information from the GIC indicates that some plans could experience rate increases higher than our projections and some lower than projected. The higher increases could be in the double digit range. If more employees than the projections assume end up enrolling in the plans with the higher increases, then our group health budget would end up being underfunded. In order to avoid that situation, a reserve in the amount of \$400,000 has been set aside. This is less than 10% of total estimated savings and should prove to be an adequately reasonable amount under the circumstances.</p> <p><b>POST-RETIREMENT BENEFITS TRUST FUND (OPEB's)</b></p> <p>Retiree healthcare benefits have become a growing concern to both public and private sector employers. The aging of the workforce, combined with escalating healthcare costs, raises serious concerns about how these benefits will be financed. For Brookline, virtually 50% of all enrollees are retirees, and that figure will grow over the next few years as the Baby Boomers retire. At the Town's request, the Legislature enacted Chapter 472 of the Acts of 1998, a Home Rule petition that established a Post-Retirement Benefits Trust Fund to be used to offset or defray future costs of retiree healthcare, frequently referred to as Other Post-Employment Benefits, or OPEB's. It was amended by Chapter 143 of the Acts of 2009. The primary objective of this fund is to begin to accumulate funds to meet the actuarially determined past service unfunded accrued healthcare liability of the Town. The Government Accounting Standards Board (GASB) issued Statements No. 43 and No. 45 in 2004, both of which address the OPEB issue.</p> <p>The purpose of GASB 43 is to require the accrual of liabilities of OPEB generally over the working career of plan members rather than the recognition of pay-as-you-go contributions, which is the current practice for most government-sponsored plans. GASB 45 requires the accrual of the OPEB expense over the same period of time. The reporting requirements of GASB 43 and 45 include disclosures and schedules providing actuarially determined values related to the funded status of the OPEB. This requires that the accrued liabilities be determined by a qualified actuary using acceptable actuarial methods. GASB 43 applies to trusts that are established in order to prefund OPEB benefits and for trusts that are used as conduits to pay OPEB benefits while GASB 45 applies to the financial statements issued by employers that offer OPEB.</p> <p>The Town's OPEB liability, as calculated by the Segal Group as of June 30, 2008, was between \$209 million and \$323 million. The Town has taken steps to recognize and begin to fund this liability. In fact, Brookline is one of the few communities in the state that has actually begun to fund it. As of December 31, 2009, the balance in the trust fund was \$6 million. The Fiscal Policy Review Committee (FPRC), a blue-ribbon citizen commission that was charged with reviewing the Town's reserve and capital funding policies in CY03-CY04, recommended that appropriations into this fund be deferred. That recommendation was followed. However, the Audit Committee, the Override Study Committee (OSC), the Efficiency Initiative Committee (EIC), and the OPEB Task Force have recommended that the Town once again start funding this liability. In recognition of these committees' recommendations, \$250,000 of General Fund revenue was included in the FY10 budget. The recommendation for FY11 is to deposit \$750,000 of General Fund revenue into the OPEB Trust Fund, in addition to \$137,295 from assessments on Town and School grant / special revenue funds. This recommended appropriation of \$887,295 reflects an increase of \$637,295 (255%).</p> <p><b>EMPLOYEE ASSISTANCE PROGRAM (EAP)</b></p> <p>The Town implemented an Employee Assistance Program on May 1, 1999 to provide short-term counseling or referral services to Town employees and their families who may be experiencing personal or family problems. In July, 2002, the program was extended to all School employees, after having been available to teachers for approximately six months prior to that. The use of this program is voluntary and confidential. The budget is level-funded at \$28,000.</p> <p><b>GROUP LIFE INSURANCE</b></p> <p>The Town provides a group life insurance program available for all employees and retirees. All employees, both active and retired, who choose to enroll are insured at \$5,000. There are approximately 1,296 active employees and 953 retirees enrolled in the program. The Town has a 36-month contract with Boston Mutual Insurance Company that expires at the end of June, 2012. The budget for FY11 is reduced \$32,000 (19.8%) to \$130,000, which reflects the Town's cost of \$57.15 per employee.</p>	

**DISABILITY INSURANCE**

The Town provides disability insurance to members of the Department Head and Senior Administrator Classification Plan. The contributory program provides coverage to be based on a 90-day elimination period before benefits commence with a benefit of 60% to a maximum of \$6,000 a month per individual. The total cost is estimated to be \$16,000.

**WORKERS' COMPENSATION**

The Town provides workers' compensation on a self-insured basis with a stop loss policy of \$800,000 per accident. Employees injured on the job receive 60% of their pay tax-free plus 100% of associated medical bills. Accumulated sick leave may be used to make up the difference between this compensation and normal full pay. The FY11 budget is level-funded at \$1,350,000.

**PUBLIC SAFETY INJURED ON DUTY (IOD) MEDICAL EXPENSES TRUST FUND**

At the Town's request, the Legislature enacted Chapter 40 of the Acts of 2006, a Home Rule petition that established a Public Safety Injured on Duty (IOD) Medical Expenses Trust Fund. This fund is modeled after the Workers' Compensation Trust Fund statute (MGL, Ch. 40, Sec. 13A) and allows the Town to pay the medical bills of police officers and firefighters who are injured while on duty from a trust fund rather than from a line-item in those departments' budgets. The Town filed the Home Rule petition when it became apparent that the existing structure was insufficient to meet Police and Fire IOD medical requirements. In addition, it made little sense that it was permissible to establish a trust fund to cover the medical costs of employees injured on the job who are covered by Worker's Compensation (non-public safety employees), but it was not permissible to establish a fund to pay for similar expenses for public safety employees. The FY11 request is \$320,000, which reflects an increase of \$20,000 (6.7%).

**UNEMPLOYMENT COMPENSATION**

Unemployment benefits paid out by the State to former employees of the Town are charged back to the Town. Employees are eligible to receive 50% of their weekly wage up to 57.5% of the statewide weekly wage, or \$629 per week. Claimants may draw only the lesser of 30 times their weekly benefit rate, or 36% of their total base period wages. In addition, \$25 per week is payable for dependent children under the age of 18, provided that the employee is the major wage earner. Based on FY09 data, approximately 62% of the claims and associated costs are for former Town employees, with the remaining 38% for former employees of the Public Schools. Through the first six months of FY10, however, claims totaled approximately \$365,000, resulting in the need for a Reserve Fund transfer. For FY11, the budget is increased \$184,000 (111%) to \$350,000. This significant increase is required because of the impact the recession has had on the Town's unemployment trust fund.

**PUBLIC SAFETY MEDICAL DISABILITY**

Chapter 41, Section 100B requires the Town to continue to pay for related medical payments and associated expenses for retired public safety employees. The FY11 appropriation is level-funded at \$30,000.

**MEDICARE PAYROLL TAX**

As a result of federal legislation, all local government employees hired after March 1, 1987, are required to be covered under the Medicare program. The Town is responsible for a payroll tax of 1.45% on all these employees. As more and more positions turnover, or are added, this tax will increase. It also increases with wages, as it is based upon a percentage of wages. The FY11 requested amount is \$1.56 million, an increase of \$125,000 (8.7%) from the amount budgeted in FY10.

<b>TOWN OF BROOKLINE FY2011 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Non-Departmental PROGRAM: Debt and Interest</b>
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#### **LONG-TERM DEBT**

In accordance with the Board of Selectmen's Capital Improvements Program (CIP) financing policies, approximately 4.5% - 5.5% of the Town's net operating revenues are allocated to service the debt of the CIP. (The policies, which can be found in the Appendix of this Financial Plan, require that a total of 5.5% of the prior year's net revenue be dedicated to the CIP, with 4.25% targeted for debt and 1.25% targeted for pay-as-you-go.) The Board's policies were designed to boost the commitment to the CIP in an effort to address the backlog of much needed capital projects. In the last 10 years, more than \$101 million in bond authorizations have been voted by Town Meeting, of which \$82 million is supported by the General Fund and \$20 million is supported by Enterprise Funds. As a result, total outstanding debt is now approximately \$92 million, with the General Fund responsible for \$78 million. FY11 General Fund long-term debt service is projected to total \$11.9 million, a decrease of \$369,954 (3%) from FY10. The table on page VII-10 shows debt service for all funds, which totals \$14.9 million.

Please see Section VII of this Financial Plan for a detailed description of the CIP, debt, and debt service.

#### **BOND ANTICIPATION NOTES**

Bond Anticipation Notes (BANs) are temporary borrowings made by the Treasurer in anticipation of a long-term bond issue. If funds for a project are needed quickly, or only a portion of the funds are needed right away, or if a majority of the funds will be reimbursed by another governmental agency, the Treasurer will issue BANs. BAN interest costs for FY11 are projected at \$100,000, a decrease of \$189,400 (65.4%).

#### **ABATEMENT INTEREST AND REFUNDS**

Interest payments, which may be due to a taxpayer as a result of a tax abatement, are paid from this account. Also paid from this account are small refunds due to taxpayers because of overpayments. The budget is level-funded for FY11 at \$60,000.

### **PROGRAM COSTS**

CLASS OF EXPENDITURE	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE
Long-Term Debt - Principal	8,247,516	8,536,243	8,474,249	(61,994)	-0.7%
<u>Long-Term Debt - Interest</u>	<u>3,884,000</u>	<u>3,686,572</u>	<u>3,378,612</u>	<u>(307,960)</u>	<u>-8.4%</u>
Total Long-Term Debt	12,131,516	12,222,815	11,852,861	(369,954)	-3.0%
Short-Term Debt Interest - <u>Bond Anticipation Notes (BAN's)</u>	<u>116,533</u>	<u>289,400</u>	<u>100,000</u>	<u>(189,400)</u>	<u>-65.4%</u>
SUB-TOTAL - Principal and Interest	12,248,049	12,512,215	11,952,861	(559,354)	-4.5%
Abatement Interest and Refunds	41,811	60,000	60,000	0	0.0%
<b>TOTAL EXPENDITURE</b>	<b>12,289,860</b>	<b>12,572,215</b>	<b>12,012,861</b>	<b>(559,354)</b>	<b>-4.4%</b>

<b>TOWN OF BROOKLINE FY2011 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Non-Departmental PROGRAM: Unclassified</b>
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#### **OUT OF STATE TRAVEL**

This budget covers the costs of out-of-state conferences, workshops, and training seminars for Department Heads. This minimal level of funding of \$3,000 allows for only one or two conferences and a few technical workshops.

#### **PRINTING OF WARRANTS AND REPORTS**

This budget is for the costs associated with advertising and printing Town Meeting warrants and for the printing and production of the Combined Reports, the Town's Annual Report, and the Annual Financial Plan. The budget has been level-funded at \$20,000 for FY11.

#### **MMA DUES**

The Massachusetts Municipal Association is an umbrella organization representing various municipal organizations. One of its most important functions is to serve as a lobbyist on behalf of member cities and towns. The dues for FY11 are estimated to be \$12,116, an increase of \$296 (2.5%).

#### **GENERAL INSURANCE**

The Town has several insurance coverages including property, boiler, auto, equipment, landlord liability, and fidelity bonds. Property insurance accounts for over one-half of all the general insurance costs. The total amount requested for FY11 is increased \$3,802 (1.3%) to \$290,000.

#### **AUDIT AND PROFESSIONAL SERVICES**

In accordance with state law, the Town contracts for an annual independent audit of its accounts. The cost of the annual audit for FY11 is budgeted at \$94,500, while the remaining \$44,487 is for outside professional consulting services that may be necessary to review organizational management issues and management training costs. Both of these are level-funded.

#### **CONTINGENCY FUND**

This small contingency fund, which is administered by the Selectmen and Town Administrator, is generally used to fund smaller, non-budgeted items and smaller, unforeseen items more appropriately handled from a contingency fund rather than through a reserve fund transfer. It is level-funded at \$15,000.

### **PROGRAM COSTS**

CLASS OF EXPENDITURES	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
				\$ CHANGE	% CHANGE
Out of State Travel	1,076	3,000	3,000	0	0.0%
Printing Warrants and Reports	17,143	20,000	20,000	0	0.0%
Mass. Municipal Association Dues	11,178	11,820	12,116	296	2.5%
General Insurance	279,490	286,198	290,000	3,802	1.3%
Audit and Professional Services	86,765	138,987	138,987	0	0.0%
Contingency Fund	13,905	15,000	15,000	0	0.0%
Liability/Catastrophe Fund *	297,476	1,443,397	455,500	(987,897)	-68.4%
Reserve Fund **	1,297,947	1,834,186	1,856,956	22,769	1.2%
Property Tax Supported (0.75%)	n/a	1,375,640	1,392,717	17,077	1.2%
Free Cash Supported (0.25%)	n/a	458,547	464,239	5,692	1.2%
<b>TOTAL EXPENDITURE</b>	<b>2,004,980</b>	<b>3,752,588</b>	<b>2,791,559</b>	<b>(961,030)</b>	<b>-25.6%</b>

\* Amounts transferred to the trust fund from General Fund revenues.

\*\* For the FY09 Actual, the figure shown represents the actual amount spent from the Reserve Fund.

**LIABILITY/CATASTROPHE FUND**

This reserve was established by Town Meeting in 1997 via Home Rule legislation that was eventually signed into law on April 3, 1998 as Chapter 66 of the Acts of 1998. It was amended by Chapter 137 of the Acts of 2001. The purpose of the Fund is to allow the Town to set aside reserves, pay settlements and judgments, and protect the community from the negative financial impact of catastrophic loss or legal claims. Per the Town's Reserve Fund policies, the required level for this fund is an amount equivalent to 1% of the prior year's net revenue, or \$1.86 million for FY11. The amount required to achieve the recommended funding level for FY11 is \$455,500, a decrease of \$987,897 (68.4%). The large decrease is reflective of the need to replenish the fund in FY10 after a significant withdrawal was approved in FY09 as part of a legal settlement, a need that is not required in FY11. All of the funding comes from Free Cash, per the Town's Free Cash and Reserve Fund policies.

**AFFORDABLE HOUSING TRUST FUND**

This fund was established as part of the Town's effort to increase the amount of affordable housing in the Town. In FY02, the Town was able to make its first appropriation from General Fund revenues, in the amount of \$1 million, into the Fund. This was accomplished due to having an extremely large Free Cash certification of \$12.4 million. In order to establish a clear policy regarding how Free Cash relates to the Trust Fund, an allocation formula was adopted. The policy states that if Free Cash exceeds \$6 million, 5% of Free Cash is allocated to the Trust Fund; if Free Cash exceeds \$7.5 million, 7.5% of Free Cash is allocated to the Trust Fund; and if Free Cash exceeds \$10 million, 10% of Free Cash is allocated to the Trust Fund. Based on this policy, \$0 is recommended for appropriation into the Affordable Housing Trust Fund (AHTF) in FY11, as Free Cash was certified at \$4.59 million.

**STABILIZATION FUND**

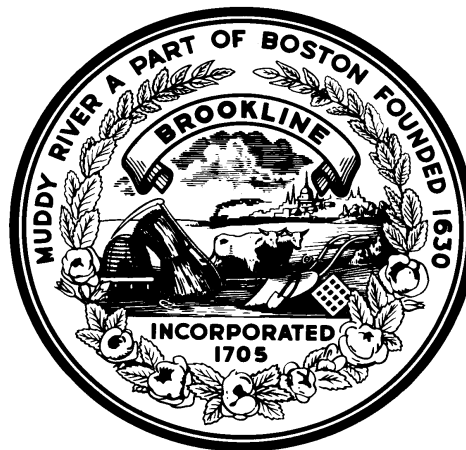
A "Capital Stabilization Fund" was established upon the 1997 recommendation of the CIP Policy Review Committee, a study group appointed by the Board of Selectmen to review CIP Financing policies and practices. In 2004, the Fiscal Policy Review Committee (FPRC) recommended that the Stabilization Fund be expanded and made accessible for both operating and capital needs when revenue conditions decline to specified levels. To accommodate the expansion of the Fund's purpose from solely capital to both the capital and operating budgets, the FPRC also recommended changing the funding target from 1% of the replacement value of buildings to 3% of prior year net revenue. No additional funding is required in FY11 to meet the funding target, as interest earned on the fund will keep the fund at its recommended 3% level (\$5.6 million).

**RESERVE FUND**

The Reserve Fund is administered by the Advisory Committee and is used to fund extraordinary and unforeseen expenses, per Massachusetts General Laws Chapter 40, Section 6. It is set at a level equivalent to 1% of the prior year's net revenue, and is funded in the following manner:

- 75% from operating budget revenue, in an amount equivalent to 0.75% of the prior year's net revenue
- 25% from Free Cash, in an amount equivalent to 0.25% of the prior year's net revenue.

The requested amount of \$1,856,956, which represents an increase of \$22,769 (1.2%), meets the requirements of the Reserve Fund policies that were reviewed by the Fiscal Policy Review Committee (FPRC) in 2004 and can be found in the Appendix of this Financial Plan. Of the increase, \$17,077 comes from the Operating Budget and \$5,692 comes from Free Cash.



<b>TOWN OF BROOKLINE FY2011 PROGRAM BUDGET</b>	<b>PROGRAM GROUP: Education PROGRAM: Public Schools</b>
<p><b>Public Schools of Brookline Superintendent's FY'11 Budget Message</b></p> <p>The Public Schools of Brookline (PSB) continue to be viewed as one of the leading school systems in Massachusetts. Many of our alumni and staff contribute meaningfully to their communities and in their professional endeavors throughout our nation and the world. Moreover, Brookline students and graduates vie favorably with their counterparts, as gauged by numerous standardized measures of achievement, by grade-level competencies, and by placement at and graduation from highly competitive colleges and universities.</p> <p>The Strategic Plan of The Public Schools of Brookline provides a catalyst for our future educational endeavors and a plan for documenting the ongoing success of our system and students. Specific goals and strategies for our system and schools are derived from our mission:</p> <p style="padding-left: 40px;">“To ensure that every student develops the skills and knowledge to pursue a productive and fulfilling life, to participate thoughtfully in a democracy, and succeed in a diverse and evolving global society.”</p> <p>Furthermore, our priorities and definition of success are derived from our four (4) strategic areas of focus:</p> <ul style="list-style-type: none"> <li>• Academic Excellence through Content, Pedagogy and Relationships;</li> <li>• Educational Equity;</li> <li>• Thriving in a Complex Global Society; and</li> <li>• Continuous Improvement using Data</li> </ul> <p>Within the next few months we will publish proposed measurements for these goal areas, designed to provide the community with specific indicators of our progress on these important characteristics of greatness. We are committed to the exemplary system of service and effectiveness that our residents have every right to expect of their public school system.</p> <p>Moreover, the Town of Brookline takes pride in a longstanding reputation for the excellence of its public schools, the quality of its teaching and administrative staff, and high levels of community support for education. Recent evidence of the special relationship between our citizens and their schools was provided through the successful override campaign of May, 2008, which permitted extension of instructional time within the system, along with the design and implementation of an elementary world language program offered in kindergarten through grade six at each of our PK-8 schools. We sincerely appreciate the level of support provided by the entire Town and accept, as part of this generous support, our obligation to account for our programs and communicate frankly the successes and the challenges for our system.</p> <p>In addition, we are very appreciative of the support shown for the Runkle School renovation and addition project by the Board of Selectmen, the Advisory Committee, Town Meeting members, and the citizens of Brookline. This \$29.1m endeavor will, at long last, provide the Runkle community with a facility designed to accommodate its student population, to provide appropriate common spaces (cafeteria, library, multi-purpose room and gymnasium), and to meet the educational needs of its staff and students. While it is clear that, given our system enrollment concerns, we will be proposing other building programs over the next few months, this commitment to the Runkle community, notwithstanding the difficult economic times, is to be lauded.</p> <p>Two exceedingly important issues have clarified our FY2011 budget deliberations. First, the town and schools, in cooperation with our union employees, have opted to join the Group Insurance Commission (GIC), the health insurance system for state and municipal government employees. All parties to this agreement are to be congratulated for the spirit of cooperation which will result in savings to employees, as well as our general operating budgets. Specifically, it is apparent that this accord will allow our school system, as well as the town, to bring an added degree of predictability to what has become one of the more significant burdens on our operating budgets.</p> <p>In addition, the recent resolution of collective bargaining agreements with our Brookline Educators Union (BEU) units brings another degree of certainty to the development of this FY2011 spending plan. These settlements, which are effective through the end of the FY2011 school year, will allow us to minimize program and staff reductions,</p>	



TOWN OF BROOKLINE FY2011 PROGRAM BUDGET	PROGRAM GROUP: Education PROGRAM: Public Schools
<p>while continuing to recognize the worth of our outstanding teaching staff, during the next two (2) difficult budget cycles notwithstanding the current economic climate. Both the School Committee and the BEU leadership must be thanked for their work in finding common ground on these agreements.</p> <p>Unfortunately, other dynamics affecting the world are not under our control. Due to the current economic climate, as well as a number of other factors that influence our bottom line, there is significant reason to question the capacity of the Town and School Department to sustain the levels of financial support that have resulted in our historic success. Specifically, the FY2011 budget development process has been complicated by the following state and local revenue and cost factors.</p> <ul style="list-style-type: none"> <li>• <u>Enrollment</u>. We have experienced significant growth in the K-4 cohort, including the present kindergarten class (597 students), grade one (563 students), grade two (523 students), grade three (550 students), and grade four (536 students), representing a sizable increase compared to historical enrollments in our system. In addition, our projections for the next four years, including the incoming kindergarten (estimated to be 525 students), would appear to continue this pattern. In order to sustain reasonable class sizes, within the confines of our available space, these enrollments dictate increased staffing levels, including classroom teachers and specialists, at the K-5 elementary level.</li> <li>• <u>FY2010 School Department Budget Deficit</u>. At the conclusion of the second quarter for FY2010, we are projecting a \$1.2m spending shortfall due to eleventh-hour changes to the state budget, increases in out-of-district (special education) placements, and increased student transportation costs. While it is clear that we are able to reduce some of this deficit through one-time preventative measures, including freezing supply accounts and vacant positions, we believe that a substantial portion of the structural shortage will need to be attended to in our FY2011 spending plan.</li> <li>• <u>FY2011 House 2 Proposal</u>. Governor Patrick's budget proposal would provide level funding of Chapter 70 and Unrestricted General Government Aid to Brookline. However, given the response that this proposal has received from the Legislature, the Town and Schools have instead opted to take a more conservative view of the state budget picture. As a result, while we are assuming level funding of Chapter 70, the Town-School Partnership projects a 15% reduction to Unrestricted General Government Aid in our initial calculations.</li> <li>• <u>Circuit Breaker</u>. In addition to his other House 2 proposals, the Governor has proposed to increase Circuit Breaker funding slightly, resulting in a 40% reimbursement allocation for the coming year. While this figure would result in level funding for Brookline, it represents a major reduction from the 75% figure that we received as recently as FY2009.</li> <li>• <u>Local Town Receipts</u>. Separate from state aid, the Town continues to experience a reduction in local receipts that reflects the contraction in the economy. This decline includes investment income, motor vehicle excise taxes, parking tickets, and the lodging excise tax. However, we will see an increase to property tax revenue (2.5% on its base) in the coming fiscal year. In all, projections for local receipts have been reduced by \$489k in the FY2011 Town-School Partnership calculation.</li> <li>• <u>Salary Steps and Lanes</u>. The substantial number of teacher retirements in the system between 2003 and 2007 has resulted in a professional staff that is, on average, younger and has less teaching experience. In addition to negotiated salary increases, these newer teachers are more likely to experience additional increases associated with steps (years of experience) and lanes (graduate degrees and credits). As a result, the annual salary costs borne by the district are now significantly more than the published negotiated adjustments.</li> <li>• <u>Special Education</u>. The costs associated with private placements of our students remain unpredictable on at least two levels. First, although we do make some contingency plans within our spending plan, we cannot plan at all to accommodate students whose families relocate to or from the system because they are under no obligation to communicate with us prior to their arrival or departure. Therefore, we are subject to potentially volatile swings in our budget with respect to the numbers of students placed at any given time. Second, the mechanisms for controlling the cost of private placements, designed and implemented by state officials, have not worked and have led to rapidly accelerating costs for certain of the private schools with which we do business. While we are appreciative that Governor Patrick has included a proposal to freeze rates for private placements in the upcoming year, we do not anticipate that this idea will move smoothly, if at all, through the legislative process.</li> </ul>	



TOWN OF BROOKLINE FY2011 PROGRAM BUDGET	PROGRAM GROUP: Education PROGRAM: Public Schools
<p>• <u>American Recovery and Reinvestment Act (ARRA) Funding</u>. The federal stimulus package resulted in approximately \$1m to support programs in Brookline through special Title I and IDEA revenue streams. While these amounts will decrease only slightly in FY2011, we must plan for FY2012, when these dollars are slated to vanish completely from our operating budget.</p> <p style="text-align: center;"><b>Overall Budget Picture for FY2011</b></p> <p>The proposal shown below is designed to address the needs of our rapidly growing public school system and its students, continue our focus on our strategic plan and improvements to our educational program, and close the significant budget gap resulting principally from the factors described above. Paring the budget means that some services must be reduced or eliminated. We are, therefore, forced to adapt and change in order to provide the best educational program to the Town with the resources at our command. The proposals outlined here are a compromise, designed to meet the competing imperatives of enhancing the instructional program in Brookline within the constraints of the current economic climate and our growing student population. This proposal does attempt to honor many significant elements of our strategic plan. At the same time we must modify our financial commitments to initiatives that have been legitimately adopted to foster educational quality and continuous improvement. I deeply regret the necessity of reducing certain programs and initiatives to meet the constraints of our current financial circumstances. It is clear that some of these proposals will cause pain, but that we must continue to serve the best interests of our students and the citizens of this town. The following proposal represents my best judgment, based on consultation with my leadership team, including Senior Staff, Principals and Coordinators, of the greatest good in line with our joint obligations both to the current citizens and the taxpayers of the next generation.</p> <p>The proposal includes a detailed discussion of anticipated revenue growth, expenditure increases, program improvements, program and staffing reductions, contingencies, use of reserves, and other factors considered in preparing this FY2011 budget.</p> <p><b><u>Revenue Growth</u></b></p> <p>• <u>Town-School Partnership</u>. The partnership, which considers state and local revenue sources, as well as shared expenditures including health insurance and utilities, allocates an increase of \$3.13m to the public schools in the FY2011 plan for growth revenue. Again, this projection assumes level funding for Chapter 70 and a 15% reduction to Unrestricted General Government Aid.</p> <p>• <u>American Recovery and Reinvestment Act (ARRA)</u>. We are projecting a \$2k decrease in federal stimulus funds for FY2011. These monies come to the system exclusively through supplementary Title I and IDEA formulas. Again, it is important to remember that these funds will be eliminated entirely from consideration for our FY2012 budget deliberations.</p> <p>• <u>Circuit Breaker</u>. As noted earlier in this message, House 2 projects a 40% funding level for Brookline in FY2011. In essence, this represents level funding from FY2010, although funding at this level is a significant drop from prior years (FY2005 through FY2009) when Circuit Breaker was funded in the 72-75% range. Specifically, it was the \$737k reduction in Circuit Breaker funding in the final FY2010 state budget that left the school department with a \$400K revenue shortfall in FY2010 funding.</p> <p>• <u>METCO</u>. Governor Patrick has proposed level funding for METCO in his budget proposal, although we are concerned that the Legislature could reduce our anticipated dollars in the next few months. Moreover, our present situation will be complicated by transportation costs and personnel expenses (steps and lanes). Although we are not planning for any change to the budget for the program, it is probable that we will experience program reductions for FY2011.</p>	

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET	PROGRAM GROUP: Education PROGRAM: Public Schools
<ul style="list-style-type: none"> <li>• <u>Tuition.</u> We recommend an increase to the full tuition charge of \$2,000, bringing this fee to \$14,000 annually. This increase will bring tuition more in line with our full per pupil cost and generate an additional \$45K of revenue, based on a mix of the increased number of tuition students we have enrolled in the past two years and the increase to the rate.</li> <li>• <u>Early Education Revolving Account.</u> We have worked closely with Vicki Milstein (Early Education Principal) to identify \$50k from this revolving account for inclusion in the FY2011 spending plan. This should leave a fund balance of \$100k at the conclusion of FY2011, depending on the number of scholarships that are utilized by families during the fiscal year.</li> <li>• <u>21st Century Fund Support.</u> We have asked the leadership of the 21st Century fund to assume \$100k support per year for existing programs (e.g., Tutorial, African-American Scholars) during the next two (2) years (FY2011 and FY2012). We are hopeful that they will support us in continuing these programs during difficult economic times.</li> <li>• <u>FY2010 Revenue Shortfall.</u> In order to account for the \$400k revenue shortfall that we experience in FY2010 as a result of last-minute reductions to state aid (primarily to the Circuit Breaker program, as noted earlier in this message), we must budget for this loss as part of the FY2011 spending plan.</li> </ul>	
<b><u>Expenditure Increases</u></b>	
<ul style="list-style-type: none"> <li>• <u>FY2010 Special Education Deficit.</u> While the FY2010 deficit has been targeted at \$738k, we are recommending that \$438k be included in the FY2011 spending plan. We believe that the additional \$300k can be accommodated through expense reductions associated with students who will be exiting our out-of-district rolls during or prior to the 2010-2011 school year.</li> <li>• <u>Special Education Teaching and Specialists Increases.</u> We suggest a 3.5 FTE increase to learning support teaching staff (1.0 FTE at Baker, Heath, Lincoln and .5 FTE at Lawrence) and a 2.0 FTE increase to system-wide program staffing (1.0 FTE in the Adaptive Learning Center at Lincoln, 1.0 FTE in the Autism Spectrum Disorder Program at Runkle). In addition, we would increase the teaching staff in the Community Based Program at Brookline High School by 1.0 FTE. Finally, we propose to increase Specialist staffing across the schools by 1.0 FTE for the coming year. These program enhancements, which are designed to address student caseload issues, result in a total expenditure of \$476k.</li> <li>• <u>Elementary Enrollment (Classroom Teachers).</u> We propose that 3.0 FTE teachers be added to the FY2011 spending plan to address our anticipated enrollment growth. This recommendation is based on an assumption of 525 kindergarten students, 26 sections of kindergarten, the consolidation of one (1) section in grades four or five somewhere in the system, and the scheduling of sixth, seventh and eighth grade as middle level programming at a number of our schools. The total cost of this proposal is \$190.5k.</li> <li>• <u>Elementary Enrollment (Specialists).</u> We recommend that .7 FTE teachers be included in this spending plan to address our anticipated elementary enrollment growth. These positions would be added in elementary world language (.4 FTE distributed to Baker, Devotion, Driscoll and Heath) and physical education (.3 FTE at Pierce, Lincoln and Heath). The total cost of this proposal is \$44.5k.</li> <li>• <u>Literacy Specialist.</u> We suggest the addition of 1.0 FTE position (.3 FTE at Baker and .7 FTE at Pierce). This role was actually part of the FY2010 spending plan, but was frozen as part of our deficit reduction strategy for the current year. The cost of this proposal is \$63.5k.</li> <li>• <u>High School Staffing.</u> We recommend an increase of 1.9 FTE to academic teaching positions at Brookline High School in order to address class size issues. These positions would be added to English (.5 FTE), social studies (.8 FTE) and mathematics (.6 FTE). The cost of this increase in staffing is \$121k.</li> <li>• <u>High School Student Support.</u> To support the Deans in their management of crisis situations, I am recommending the creation of 2.0 FTE Student Support Team</li> </ul>	

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET	PROGRAM GROUP: Education PROGRAM: Public Schools
<p>Leader positions. These roles are designed to better meet a need that is not currently addressed through the range of pupil support staffing at Brookline High School. The cost of this proposal is \$127k.</p> <ul style="list-style-type: none"> <li>• <u>Middle Level Staffing.</u> We propose an increase of 1.4 FTE to staffing at the middle level in order to deal with enrollment concerns. These positions would be added to academic teacher (.8 FTE at Lawrence) and world language (.6 FTE distributed between Lawrence, Runkle and Lincoln). The total cost of this increase in staffing is \$89k.</li> <li>• <u>Collective Bargaining Agreements.</u> Settlements with the BEU units (teachers, administrators and paraprofessionals) enable us to establish more accurate budget projections as we create the FY2011 spending plan. If approved, these agreements (and the contingencies established for settlements with other unions and to provide increases for non-aligned employees) will cost \$710k. In addition, step and lane increases for BEU units will cost \$900k in FY2011, which will be partially offset by \$400k in savings from anticipated retirements. Therefore, the total cost of this package is \$1.21m.</li> <li>• <u>Transportation.</u> We suggest an increase of \$250k to this budget in order to address costs (above budget) incurred in FY2010, along with potential increases associated with bidding a new contract. As noted earlier in this message, the increased costs in FY2010 are a direct result of the significant number of students who have been placed in out-of-district special education settings during the year.</li> <li>• <u>Substitute Teachers.</u> We are proposing to increase this budget item by \$100k to account for increases in teacher absenteeism associated with leaves of absence. It should be noted that we have not experienced increases in absenteeism from illness, personal time (A days), or professional development events.</li> <li>• <u>Athletics.</u> Although this revolving account has incurred a deficit during the past few years, that figure (\$25k) is projected to rise significantly (to \$60k) in FY2011, largely due to increases in transportation costs. In addition, a careful survey of Bay State (Carey Conference) schools shows that our athletic fee is among the lowest in the conference. Therefore, we are recommending that this fee be increased from \$175 to \$200 per sport per participant which, even after accounting for some additional scholarships and some lessening in participation, will yield an additional \$25k in the coming year. Therefore, if this recommendation is accepted, the deficit that we will assume in our operating budget will be reduced to \$35k.</li> </ul>	
<p><b><u>Program Improvements</u></b></p>	
<ul style="list-style-type: none"> <li>• <u>Program Review (Staffing).</u> We suggest the addition of .6 FTE (.4 FTE at Lawrence, .2 FTE at Baker) to complete the implementation of 7th and 8th grade health in all schools (per the recent Program Review report recommendations), as well as a .4 FTE to address issues raised in the Performing Arts Program Review report, namely, the addition of a .2 FTE strings teacher and increasing the K-8 Coordinator time by .2 FTE (to .6 FTE). The cost of this proposal is \$63.5k.</li> <li>• <u>Teaching and Learning.</u> Maintaining our commitment to professional development and learning is key to implementing our strategic plan and the achievement of our goals regarding academic achievement, closing the achievement gaps and better addressing the needs of all learners in the least restrictive environment. While we are proposing an increase of \$55k to this budget, the FY2011 Teaching and Learning budget is designed to address the following issues: <ul style="list-style-type: none"> <li>- Improving Child Study Teams by better defining the role of team members, establishing meeting times, establishing common processes and forms for documentation and data collection, and providing Child Study Team members with quality professional development</li> <li>- Addressing the cost of materials required for new classrooms</li> <li>- Purchasing textbooks for 3rd and 4th grade social studies (Program Review)</li> <li>- Purchasing core books and a handwriting program for elementary English Language Arts (Program Review)</li> <li>- Purchasing equipment for physical education (Program Review)</li> <li>- Purchasing materials for K-5 and 7th grade Health (Program Review)</li> <li>- Purchasing equipment for Performing Arts (Program Review)</li> </ul> </li> </ul>	

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET	PROGRAM GROUP: Education PROGRAM: Public Schools
<p>- Continuing professional development and learning, including the professional development day, mentor program for teachers in their first three years, child study team, culturally responsive teaching, understanding behavior, kindergarten paraprofessional and first grade intern training.</p> <ul style="list-style-type: none"> <li>• <u>Dual Certification (Wheelock) Internship Program.</u> We are proposing to implement the second phase of our three year plan to provide support in kindergarten through second grade. This phase will include support in every first grade classroom throughout the system in an effort to reduce the number of aides included in student IEPs. We have already seen anecdotal evidence within our system, during the implementation of the kindergarten phase of the project, that this model will lead to long-term savings and increased client satisfaction. The anticipated cost of this program is \$280k, resulting in the creation of an intern partnership program with Wheelock College designed to provide students with dual licensing in special education and elementary education.</li> <li>• <u>Winthrop House.</u> We recommend increasing staff at Winthrop House by 1.0 FTE teaching positions and 1.0 FTE paraprofessionals in order to implement a ninth grade component to this program. We believe that this enhancement will enable us to better meet the needs of the high school population, while reducing the number of out-of-district placements resulting from a significant chasm in our present programming. The cost of this proposal is \$90k.</li> </ul> <p><b><u>Program and Staffing Reductions</u></b></p> <ul style="list-style-type: none"> <li>• <u>Special Education Paraprofessionals.</u> We are recommending the reduction of six (6) paraprofessional positions currently dedicated to learning support classrooms (three each at Baker and Lincoln), as well as six (6) positions currently serving the system-wide programs at Lincoln and Runkle. The changes are designed to partially offset growth in the teaching staff assigned to these schools and programs. The total savings achieved as a result of these reductions is \$315k.</li> <li>• <u>Special Education Clerical Position.</u> We are suggesting the reduction of one (1) clerical position in the Special Education Department (Central Administration). The total savings resulting from this reduction is \$47.5k.</li> <li>• <u>High School Teaching Positions.</u> The elimination of tutorial assignments among a number of academic teachers at Brookline High School will result in a total savings of 1.0 FTE for FY2011. A significant portion of this reduction can be achieved by eliminating tutorial assignments where teachers are seeking leaves. This will reduce the FY2011 budget by \$63.5k.</li> <li>• <u>High School Support Positions.</u> This year, the high school administration has been assessing the efficiency and effectiveness of the pupil support system, which includes guidance counselors, drug/alcohol/violence prevention, social workers, Steps to Success advisors, the METCO counselor and the Brookline Resilient Youth Team (BRYT). In this context, I am recommending the elimination of 3.8 FTE social worker positions. The total savings realized from this proposal is \$241.3k.</li> <li>• <u>High School Secretarial Positions.</u> We are recommending that 2.0 FTE secretarial positions be eliminated at Brookline High School. The total savings resulting from this reduction is \$95k. This will require a reorganization of functions and assignments within the building.</li> <li>• <u>English Language Learner (ELL) Staffing.</u> We propose to eliminate a .4 FTE ELL position at Lawrence School, which is made possible due to declining enrollments in specific language program needs. This action will save the system \$25.4k for the coming fiscal year.</li> <li>• <u>Supplies.</u> We suggest reducing supply budgets (K-12) by \$74k for FY2011, which will result in the possible postponement of curriculum and program initiatives. This decrease will be implemented across all supply accounts and will be implemented by the Deputy Superintendent for Teaching and Learning.</li> <li>• <u>Technology.</u> We recommend that the technology budget be reduced by \$50k for FY2011, meaning that we will defer the commitment to a five (5) year replacement/renewal program within the school system. Furthermore, we have charged the Chief Information Office (CIO) and Director of Educational Technology and Libraries with developing a realistic long- term vision for technology in the schools that, when accepted, can be considered for inclusion in the Capital Improvements Plan (CIP).</li> </ul>	

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET	PROGRAM GROUP: Education PROGRAM: Public Schools
<p><b><u>Contingencies</u></b></p> <ul style="list-style-type: none"> <li>• <u>Special Education Contingency</u>. We recommend that \$400k in emergency funds be established to deal with unanticipated special education obligations during the FY2011 budget year.</li> <li>• <u>General Contingency</u>. This budget assumes the inclusion of a \$200k regular education contingency for the coming fiscal year.</li> </ul> <p><b><u>Use of Reserves</u></b></p> <p>The FY2010 spending plan includes \$341k in reserves (one-time funds). Although we are very concerned about a number of factors discussed earlier in this message that will adversely impact our FY2012 projections, we are proposing to increase our reliance on reserves by \$400k in the FY2011 budget. We estimate that this could reduce our available reserve funds to \$400k for FY2012.</p> <p><b><u>Other Factors</u></b></p> <ul style="list-style-type: none"> <li>• <u>Early Education Tuition</u>. This spending plan includes a 3% increase in tuition rates for all of our early education classes which, among other fiscal and programmatic concerns, will allow us to increase the number of scholarships necessary to serve those families who most have need of our school-based services.</li> <li>• <u>Steps to Success</u>. While the FY2011 budget maintains current staffing in the Steps to Success program, it also assumes a second (and final) year of increased financial support from the Brookline Housing Authority of \$23k for a .5 FTE of the 4.0 FTE advisor positions. We sincerely appreciate this pledge from Authority leadership, which will enable us to sustain current services while we continue our work toward restructuring these positions for FY2012.</li> <li>• <u>Team Facilitator Model at High School</u>. Dr. Rochlin and Dr. Weintraub will be proposing a team facilitator model for Brookline High School, designed to improve service to families and reduce costs associated with out-of-district placements, inappropriate IEP recommendations, and flawed eligibility decisions. Although there will be no cost factor associated with this reorganization, we believe that it will dramatically augment our program over the next few years.</li> <li>• <u>Classroom and Program Relocations</u>. The enrollment growth at our elementary schools, the relocation of Runkle School to the Old Lincoln property, and the creation of a ninth grade component at Winthrop House (currently housed at Baldwin School) will require the relocation of classrooms and/or programs within the system for FY2011. We are currently considering a number of options, including the possibility of renting space, to address issues that could impact the following programs. <ul style="list-style-type: none"> <li>- Early Education class (presently located at Lawrence School)</li> <li>- Early Education class (presently located at Runkle School)</li> <li>- Winthrop House</li> <li>- Brookline School Staff Children's Center (BSSCC)</li> </ul> </li> </ul> <p>While it appears likely that the Lawrence early education class will relocate to Brookline High School, the placement of the Runkle class is more uncertain as of this date. Moreover, our continued use of Brookline High School as a site for "non-secondary" classes and programs leads to a number of concerns. Specifically, given that our large student cohorts will begin to impact space availability at the high school in five (5) short years, we are committed to developing a plan to accommodate early education, adult and community education, and (possibly) other functions outside the high school building for the 2015-2016 school year. Likewise, we currently face space issues at Baldwin School, due to the proposed expansion of Winthrop House, which could affect the location of that program and/or BSSCC for FY2011. All of these program placement decisions should be made by Friday, March 12, 2010.</p>	

**Restoration and Supplemental Package(s)**

I believe the FY2011 budget proposal described above represents the most realistic scenario for the fiscal year. However, there is some possibility that Brookline may receive additional revenues that would permit us to enhance this budget plan. For example, our assumption of a 15% reduction to Unrestricted General Government Aid could be revised in a manner which would allocate additional dollars for Brookline. Although final recommendations will be formulated when and if these funds become available, and in accordance with any restrictions imposed by the eventual funding program, our priorities for restoration and addition (in no particular order) would include the following program and staffing issues.

- Restore \$74k to supply budgets (K-12).
- Reduce our dependence on “one-time” funds allocated to the FY2010 Budget. As noted earlier in this message, we are very concerned with the elimination of \$1m in ARRA funding for our FY2012 budget and, therefore, we would want to preserve the maximum amount possible in our reserve accounts for the coming budget cycles.
- Restore \$50k to the Technology Replacement Schedule, thereby reinstating the five year replacement plan.
- In order to deal with increased Supervision and Evaluation responsibilities at the elementary schools, increase Vice Principal allocations as follows (in order of preference): .4 FTE at Runkle, .2 FTE at Lawrence, .2 FTE at Driscoll, and .2 FTE at Heath. This represents a total expenditure of \$63,500 for the coming fiscal year.

**Efficiencies**

Beyond this present town-wide effort to find means of reducing financial costs in a responsible fashion, it is important to note that the School Department has achieved over \$972.2k in efficiencies over the past five (5) budget cycles, many in partnership with town officials. Each of these changes represents a modification in the way that the schools deliver services. They were not all easy or obvious. All have required the cooperation and ingenuity of our employees, some were enabled by improvements in technology and economies of scale, and some represent sacrifices in service to our clients – the people of the Town. The specific initiatives are as follows:

▪ Consolidation of System-Wide Technology Support (FY2010)	\$44,700
▪ Central Office Clerical Staff Consolidation (FY2010)	\$48,800
▪ Human Resources Office Reorganization (FY2010)	\$19,800
▪ Consolidation of METCO Counselor Position (FY2010)	\$66,400
▪ High School Coordinator Position Consolidation (FY2010)	\$87,000
<i>(Director of Guidance)</i>	
▪ Payroll Office Consolidation (FY2009)	\$62,500
▪ Library Assistant Consolidation (FY2008)	\$18,200
▪ Modification of Advertising Strategies (FY2008)	\$25,000
▪ Teaching & Learning Clerical Consolidation (FY2008)	\$55,300
▪ Transportation/Custodial Clerical Consolidation (FY2008)	\$47,300
▪ Eliminate One (1) School Bus (FY2008)	\$53,100
▪ Eliminate One (1) Bus Monitor Position (FY2008)	\$17,327
▪ Eliminate Practice of Hiring Retirees (FY2008)	\$100,954
▪ Eliminate Permanent Building Substitute Positions (FY2008)	\$58,400
▪ Replace Three (3) Custodial Positions w/Contract Services (FY2008)	\$21,900

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET		PROGRAM GROUP: Education PROGRAM: Public Schools				
	<ul style="list-style-type: none"><li>Eliminate One (1) School Bus (FY2007)</li><li>Eliminate One (1) Bus Monitor Position (FY2007)</li><li>Replace Four (4) Custodial Positions w/Contract Service (FY2007)</li><li>Consolidate Coordinator Positions (FY2007)</li></ul> <i>(Educational Technology and Library)</i> <ul style="list-style-type: none"><li>Reduce Technical Support Staff (FY2007)</li></ul> <i>(Applications Manager and Webmaster)</i> <ul style="list-style-type: none"><li>Eliminate One (1) School Bus (FY2005)</li><li>Eliminate One (1) Bus Monitor Position (FY2005)</li></ul>	<div>\$52,200</div> <div>\$16,526</div> <div>\$27,200</div> <div>\$81,800</div> <div>\$117,600</div> <div>\$52,560</div> <div>\$15,234</div>				
<p>In addition, the School Committee and Administration actively participated in the Town-wide Efficiency Review undertaken on the initiative of the Selectmen.</p>						
<p><b>Conclusion</b></p>						
<p>The final FY2011 spending proposal for The Public Schools of Brookline represents a balance between the aggressive educational agenda put forward in our Strategic Plan and the present financial realities. For example, we have proposed to continue our commitment to Teaching and Learning, the “research and development” division of our business, by funding program review, data management, and professional learning. Moreover, our plan continues a commitment to improving our special education and student support services, chiefly through the enhancing of our child study team process, implementing the team facilitator model at Brookline High School, improving our system-wide special education programs, and continuing efforts to provide appropriate supports for students in kindergarten and first grade, while reducing the number of aides designated in student IEPs. Lastly, the proposal continues our commitment to spend dollars on teaching positions in order to deal with class size concerns and/or enhance programs, with a laser focus on continuous improvement of the educational experience that Brookline students receive in the public schools. I believe that this proposal strikes the appropriate equilibrium necessary for advancing the mission of our school system.</p>						
<p>We look forward to the opportunity to provide elected officials, appointed representatives, and the community with additional rationale for these critical proposals over the next few months.</p>						
<p><b>PROGRAM COSTS</b></p>						
CLASS OF EXPENDITURES		ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs. FY10	
					\$ CHANGE	% CHANGE
TOTAL		68,000,450	68,823,845	71,947,765	3,123,920	4.5%
BENEFITS				16,133,889		
REVENUE		467,957	230,000	230,000	0	0.0%





TOWN OF BROOKLINE FY2011 PROGRAM BUDGET		NON-APPROPRIATED EXPENSES			
This category consists of mandated expenditures and assessments that are automatically added to the tax rate without appropriation. Overall, Non-Appropriated expenses are expected to total \$7,331,939, an increase of \$33,957 (0.5%) for FY11. The total projected State and County Assessments of \$5,554,903, an increase of \$4,162 (0.1%), includes \$4,480,479 for the MBTA and \$637,171 for Norfolk County. The remaining Non-Appropriated expenses include Education Offsets, Tax Titles/ Court Judgments/ Deficits, and the Tax Levy Overlay. Those items increase \$29,795 (1.7%).					
CLASS OF EXPENDITURE	ACTUAL FY2009	BUDGET FY2010	REQUEST FY2011	FY11 vs FY10	
				\$ CHANGE	% CHANGE
State and County Assessments					
County	604,546	622,569	638,171	15,602	2.5%
Retired Employee Health Insurance	3,932	3,413	3,295	(118)	-3.5%
Air Pollution District	21,659	21,556	22,073	517	2.4%
MAPC	16,191	16,265	16,576	311	1.9%
Special Education	47,065	53,007	60,590	7,583	14.3%
Charter School Assessment	34,236	32,623	50,599	17,976	55.1%
Registry Parking Surcharges	311,200	311,200	283,120	(28,080)	-9.0%
MBTA	4,455,062	4,490,108	4,480,479	(9,629)	-0.2%
SUB-TOTAL - STATE AND COUNTY ASSESSMENTS	5,493,891	5,550,741	5,554,903	4,162	0.1%
Misc. Non-Appropriated Expenses					
Education Offsets	122,866	103,079	102,036	(1,043)	-1.0%
School Lunch	19,642	21,913	21,034	(879)	-4.0%
Libraries	103,224	81,166	81,002	(164)	-0.2%
Tax Levy Overlay	1,535,026	1,619,163	1,650,000	30,838	1.9%
Tax Titles/ Court Judgments/ Deficits	13,814	25,000	25,000	0	0.0%
SUB-TOTAL - MISC. NON-APPROPRIATED	1,671,706	1,747,242	1,777,036	29,795	1.7%
TOTAL NON-APPROPRIATED	7,165,597	7,297,983	7,331,939	33,957	0.5%

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET	NON-APPROPRIATED EXPENSES
<p><b>COUNTY TAX</b>  General Laws Chapter 35, Section 31, provides that the cost of county government shall be apportioned among the cities and towns within each County according to the equalized valuation (EQV) of each city and town in relation to the total EQV of all cities and towns in the County. EQV's are updated by the State every two years and were updated by the State in CY2007. Under the present EQV's, Brookline pays more than 12% of the Norfolk County assessment. While the overall county assessment is limited to a 2 1/2% increase under Proposition 2 1/2, individual communities' assessments are not. The Town's FY11 assessment will increase \$15,602 (2.5%) to a total of \$638,171.</p> <p><b>HEALTH INSURANCE - RETIREES</b>  General Laws Chapter 32A, Section 10B, requires communities to reimburse the State for the costs of providing a health insurance plan for governmental retirees who were pensioned prior to the implementation of Chapter 32B by their local governmental unit. Chapter 32B enabled municipalities to establish a mechanism for group insurance for retirees. Each participating municipality is assessed for the governmental share of health insurance premiums paid on behalf of its retirees by the State. The State pays 90% of the total premium and the retiree's co-payment is 10% of the total premium, as well as full payment for catastrophic illness coverage. A proportionate share of administrative expenses is also assessed to each municipality. Costs for FY11 are estimated at \$3,295, a decrease of \$118 (3.5%).</p> <p><b>AIR POLLUTION CONTROL DISTRICT</b>  General Laws Chapter 11, Section 142B, requires that communities be assessed for a portion of the costs incurred by the State Department of Environmental Protection (DEP) to monitor air pollution levels and enforce air quality standards at industrial, commercial, and institutional facilities. Expenditures made for such purposes are assessed against the metropolitan communities, one-half in proportion to the EQV's and one-half by the population of each community. Costs for FY11 are estimated at \$22,073, an increase of \$517 (2.4%).</p> <p><b>METROPOLITAN AREA PLANNING COUNCIL</b>  The basic purpose of the Council is to coordinate and assist communities in their planning efforts, particularly for those activities or projects that may have a regional impact. The total assessment is apportioned among communities based on the community's share of the total district population. The assessment is expected to increase \$311 (1.9%) for FY11, resulting in a projected cost of \$16,576.</p> <p><b>SPECIAL EDUCATION</b>  This assessment is to partially reimburse the State for providing special needs education to children enrolled in state hospital schools. The cost that each municipality is charged is the average per pupil cost of education within the school district multiplied by the Full Time Equivalent of resident pupils served by the State. Current year charges are for pupils served in the prior school year. The FY11 assessment is expected to increase \$7,583 (14.3%), resulting in a projected cost of \$60,590.</p>	

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET	NON-APPROPRIATED EXPENSES
<p><b>CHARTER SCHOOL ASSESSMENT</b>  General Laws Chapter 71, Section 89, Sub-section (nn) mandates that the State assess a municipality or regional school district for the costs associated with pupils attending a Charter School district. Municipalities and school districts are reimbursed for this assessment based on the following schedule: in year one, an amount equal to 100% of the assessment; in year two, an amount equal to 60% of the assessment; in year three, an amount equal to 40% of the assessment; after year three, no reimbursement. The reimbursement of the assessment, which appears as revenue under State Aid, is, of course, subject to appropriation. If the account is not fully-funded, then the reimbursement is pro-rated. The FY11 assessment is expected to increase \$17,976 (55.1%) to \$50,599.</p> <p><b>PARKING FINE REGISTRY SURCHARGE</b>  If after proper notices a motorist fails to pay a parking fine, motor vehicle excise tax, or a charge for abandonment of a motor vehicle, the Town notifies the Registry of Motor Vehicles (RMV) to not renew the license and registration of that motorist. To cover the RMV's administrative costs of entering the necessary information into its computer system, the RMV assesses the Town a fee of \$20 for each notification it receives. This fee, which comes through as a charge on the Cherry Sheet, is recovered by the Town by adding this amount and other penalties to the original fine amount. The FY11 surcharge assessment is estimated to decrease \$28,080 (9%) to \$283,120.</p> <p><b>MBTA</b>  The MBTA provides rapid transit and other mass transit services to 175 cities and towns including Brookline. Prior to the 1999 enactment of the reform package that overhauled the budgeting and assessment procedures for the MBTA (commonly referred to as "forward-funding"), only 78 communities were assessed, totaling \$145 million and increasing 2 1/2 % annually. Now 175 communities are assessed and total assessments declined over a six-year period, ending in FY06, when it reached \$127.5 million. With the total assessment being spread over a larger number of communities, the assessment for the original 78 communities were lowered over the six-year period. This is governed by General Laws, Chapter 161A. Beginning in FY07, total assessments could not increase by more than 2 1/2% annually.</p> <p>Each community's MBTA assessment equals its weighted share of the total population of the authority. Chapter 161A, Section 9 has determined the weights for each community. The population figures utilized in this calculation are the most recent from the United States Census Bureau. The FY11 total assessment for all communities is estimated at \$150.2 million, with the Town's assessment at \$4,480,479, a decrease \$9,629 (0.2%).</p> <p><b>EDUCATION OFFSETS</b>  Included in the estimated amount of aid to be received from the State are grant funds for the Schools and Libraries. These funds are reserved for direct expenditure by the departments and cannot be counted as general available revenues. Consequently, as part of the tax rate preparation process, whatever amount is included within the state aid estimate is also included in the non-appropriated expense section as an off-setting debit. The two components of Education Offsets are School Lunch (\$21,034) and Libraries (\$81,002). A more detailed explanation of these items can be found in the financing section (Section III) under State Aid.</p>	

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET	NON-APPROPRIATED EXPENSES
<p><b>TAX LEVY OVERLAY</b></p> <p>General Laws Chapter 59, Section 25 requires that the Board of Assessors put aside funds from each tax levy in a reserve that is called an Overlay. This account is established in anticipation that a certain percentage of the tax levy may end up being abated or exempted. Individual tax abatements are paid out of this fund, as are exemptions for certain elderly, veterans, surviving spouses, and blind persons. The final amount of the overlay account is determined by the Assessors and added to the tax rate without appropriation. The proposed overlay for FY11 is \$1.65 million, or approximately 1% of the total property tax levy, an increase of \$30,838 (1.9%).</p> <p><b>TAX TITLES, COURT JUDGMENTS, AND DEFICITS</b></p> <p>State law provides that if the Town receives a court judgment requiring the payment of funds, the Treasurer, with the Director of Account's approval, may pay the award from the treasury without appropriation. The amount must then be added to the tax rate for the following year unless a subsequent appropriation is made to cover the deficit prior to setting the next year's tax rate. From time to time, there are other non-appropriated expenses that have to be added to the tax rate. Any deficits in revenue, overlay, pensions, or debt and interest accounts, along with tax title amounts, must be added to the following year's tax rate. Expenses for FY11 are projected to level-funded at \$25,000.</p>	

TOWN OF BROOKLINE FY2011 Program Budget				SPECIAL REVENUE FUNDS		
Outside of the General Fund, there exist particular revenues that are earmarked for and restricted to expenditure for specified purposes, including receipts reserved for appropriation, revolving funds, trust and agency funds, enterprise funds, special purpose funds, and grants. Generally referred to as Special Revenue Funds, these external funds augment the General Fund to support departmental operations. While some are one-time in nature (e.g., grants), others have annual inflows and outflows (e.g., parking meter receipts, cemetery lot sales). Below is a list of all Town special revenue funds, their FY09 year-end fund balance, fund balance as of December 31, 2009, and a brief description of each fund.						
* NOTE: Under "Fund Type", "Revolving Fund (A)" does not, per state law, require appropriation. "Revolving Fund (B)" does require appropriation.						
DEPT	FUND NUMBER	FUND TYPE	FUND NAME	FY09 YEAR- END FUND BALANCE	FUND BALANCE AS OF 12/31/09	DESCRIPTION
Building	SP19	Local Grant	KEYSPAN ENERGY REBATE	1,409	1,409	Funds from KeySpan used for energy conservation projects
Building	SP21	Local Grant	LOW-FLOW TOILET GRANT	64	64	MWRA grant for the installation of low-flow toilets
Building	SP22	State Grant	GREENS SCHOOLS	0	(39,375)	MTC grant for Runkle School
Building	SP25	Revolving Fund (B)	TOWN PROPERTIES REVOLVING FUND	55,785	7,824	Proceeds from rental properties to support maintenance of those facilities
BUILDING SUB-TOTAL				57,258	(30,078)	
COA	SH01	State Grant	COA SPENDING PLAN FORMULA GRANT	0	855	Used to support personnel
COA	SH02	Federal Grant	OLDER AMERICANS ACT	0	400	Used to provide outreach to Hispanic, Asian and Russian elders
COA	SH24	Local Grant	SENIOR CENTER GIFT	6,580	5,941	Private Grants to support special projects such as Careers in Aging
COA	SH29	Local Grant	ASIAN ELDER OUTREACH PROGRAM	118	118	Grant for Asian/Russian Outreach
COA	SH30	Local Grant	RUSSIAN AND ASIAN ELDER	628	328	Community Fund grant for Russian/Asian programs
COA	SH31	Local Grant	ARTHRITIS PROGRAMMING	300	300	Community Fund grant for Arthritis programs
COA	SH33	Local Grant	COUNCIL ON AGING GIFT-VAN EXPENSES	(20)	4,138	Donations to support the Senior Center van
COA	SH35	Local Grant	SPRINGWELL ALZHEIMERS RESPITE	1,576	1,576	Federal Grant for Respite Workers
COA	SH45	Local Grant	OUTREACH WORKER FOR NUTRITION	0	5,000	Community Fund grant for connecting elders with nutrition services
COA	TH04	Trust	COUNCIL ON AGING EXPENDABLE FUND	5,726	6,563	Supports the Elderbus
COUNCIL ON AGING SUB-TOTAL				14,908	25,219	
Fire	SG19	Revolving Fund (A)	MISC PRIVATE DETAILS	(68,507)	(34,367)	Fire Details account
Fire	SP14	State Grant	SAFE GRANT	5,776	2,881	For the Student Awareness of Fire Education (SAFE) program
Fire	SP55	Local Grant	FIRE SAFETY/PREVENTION GIFT	9,846	4,456	Local gifts to support fire safety efforts
Fire	SP74	State Grant	MASS DECONTAMINATION UNIT DEPLOYMENT	11,787	11,523	Maintain/replace supplies/equipment for Mass Decontamination Trailer
Fire	SPA9	State Grant	FY09 FIREFIGHTING EQUIPMENT	6,679	231	To purchase Firefighting tools and equipment
FIRE SUB-TOTAL				(34,419)	(15,276)	
Health	SH03	Local Grant	TUBERCULOSIS GRANT	110,295	110,295	Supports public health nursing and infrastructure
Health	SH04	Local Grant	ALCOHOLIC BEVERAGE SERVER TRAINING	32,020	32,420	Supports training of bartenders and infrastructure
Health	SH11	State Grant	COMM SEPTIC MANAGEMENT PROGRAM	5,871	5,871	Supports environmental health projects and infrastructure
Health	SH12	Local Grant	VIOLENCE PREVENTION	38,821	38,821	Supports violence and substance abuse prevention and infrastructure
Health	SH13	Local Grant	CHILDREN'S INSURANCE	7,888	7,888	Supports children's health programs
Health	SH14	Local Grant	WOMEN'S HEALTH	34,959	34,959	Supports women's health programs and infrastructure
Health	SH15	Local Grant	ELDER HEALTH	37,114	37,114	Supports elder health programs (with COA)

TOWN OF BROOKLINE FY2011 Program Budget				SPECIAL REVENUE FUNDS		
<u>DEPT</u>	<u>FUND NUMBER</u>	<u>FUND TYPE</u>	<u>FUND NAME</u>	<u>FY09 YEAR- END FUND BALANCE</u>	<u>FUND BALANCE AS OF 12/31/09</u>	<u>DESCRIPTION</u>
Health	SH17	Local Grant	CHILDREN'S INJURY PREVENTION	9,587	9,587	Supports injury prevention programs and infrastructure
Health	SH18	Local Grant	HEPATITIS B	1,430	1,430	Supports Hepatitis B shots and education for students
Health	SH19	Local Grant	CLINIC BOOKS	10,705	10,705	Supports dental health clinic work and infrastructure
Health	SH22	Local Grant	CHINESE HEALTH	15,131	15,131	Supports programs targeting Chinese speakers and translation services
Health	SH27	Special Purpose	COMMISSION FOR THE DISABLED	17,725	12,775	From handicapped parking violations to support commission
Health	SH28	Local Grant	SKIN CANCER AWARENESS	4,910	4,910	Supports sun safety awareness
Health	SH36	Federal Grant	DRUG FREE COMMUNITY SUPPORT PROGRAM	3,633	(21,475)	Supports B-CASA and school-based violence/substance abuse prevention
Health	SH37	Local Grant	MEDICAL RESERVE CORPS	8,396	4,120	Supports activities of the Medical Reserve Corps
Health	SH38	State Grant	EMERGENCY PREPARATION	6,529	31,211	From State DPH for emergency preparation planning
Health	SH40	Local Grant	WELLNESS IN THE COMMUNITY	(5,400)	2,921	Supports wellness initiatives including "Brookline On the Move"
Health	SH41	Local Grant	HEALTH INSURANCE PROJECT	4,000	4,000	Supports outreach to educate and enroll people in health insurance
Health	SH42	Local Grant	EMERG PLAN FOR VULNERABLE POPULATION	619	0	To prepare organizations serving vulnerable populations for emergencies
Health	SH43	Local Grant	RESIDENT STUDY OF ELDERS 85+	6,000	0	From Community Fund for study of elders 85+ years old
Health	SH44	Local Grant	ASSIST INDIVIDUALS WHO HOARD	256	0	From Community Fund to assist individuals who hoard
Health	TH01	Trust	STEPHEN TRAIN EXPENDABLE FUND	66,519	55,657	Supports Health Center expenditures
Health	TH02	Trust	STEPHEN TRAIN NON-EXPENDABLE FUND	101,117	110,117	Cannot be spent
Health	TH03	Trust	HANDICAPPED EXPENDABLE FUND	6	6	Supports the Commission for the Disabled
Health	TH05	Trust	FRIENDS OF BROOKLINE HEALTH	9,025	10,801	Supports Friends' activities and infrastructure
<b>HEALTH SUB-TOTAL</b>				<b>527,156</b>	<b>519,264</b>	
Human Rel.	SG20	Local Grant	HOLOCAUST MEMORIAL GIFTS	114	114	Supports Holocaust Witness Project
Human Rel.	SG22	Local Grant	MARTIN LUTHER KING DAY	772	772	Supports MLK and Black History Programs
Human Rel.	SH07	Local Grant	ASIAN-AMER HERITAGE PROGAM	1,289	1,289	Supports Asian-American Programs
Human Rel.	SH16	Federal Grant	MLK SERVICE DAY	100	100	Supports MLK and Black History Programs
Human Rel.	SH23	Local Grant	RUSSIAN AMERICAN FESTIVAL	1,723	1,723	Supports Outreach Efforts to Russian Immigrant Community
Human Rel.	SH32	Local Grant	MULTI-CULTURAL PROGRAM	50	50	Supports Inter-Group Relations Programs
Human Rel.	SH39	Local Grant	DIVERSE THE CURSE GIFT	355	355	For plaque at Old Burying Ground and other Hidden Brookline projects
<b>HUMAN RELATIONS SUB-TOTAL</b>				<b>4,403</b>	<b>4,403</b>	
HR	TI02	Special Purpose	GROUP HEALTH TRUST FUND	936,362	789,215	Fund from when Town was self-insured
HR	TI03	Special Purpose	WORKERS COMPENSATION TRUST FUND	1,207,540	1,854,326	Worker's comp trust fund
HR	TI05	Special Purpose	RETIREE GROUP HEALTH TRUST FUND	5,680,587	6,013,677	Town's OPEB Fund
HR	TI06	Special Purpose	UNEMPLOYMENT COMPENSATION TRUST FUND	69,686	40,542	Unemployment trust fund
HR	TI07	Special Purpose	PUBLIC SAFETY INJURED ON DUTY TRUST FUND	99,827	304,518	Trust fund for Sec. 100 medical payments for public safety employees
<b>HUMAN RESOURCES SUB-TOTAL</b>				<b>7,994,002</b>	<b>9,002,278</b>	
Library	SL01	State Grant	STATE LIBRARY AID	50,787	80,616	State aid for Library operations
Library	SL14	Local Grant	LIBRARY FOUND GIFT	9,829	9,829	Library Foundation gift for Coolidge Corner Library
Library	SL15	State Grant	FY07 PUBLIC LIBRARY FUND MATCHING GRANT	2,485	2,485	Received two annual payments; discontinued due to state budget cuts
Library	SL16	Local Grant	MAIN LIBRARY GIFT	53,331	29,683	Library Trustee and Foundation gift for Main Library landscaping project
Library	SL17	Local Grant	LIBRARY ANNUAL APPEAL	35,139	35,139	Proceeds from Annual Appeal to be spent on library materials
Library	SL29	Special Purpose	LIBRARY DAMAGE RECOVERY	39,757	47,336	Funds recovered to replace/repair lost or damaged library materials

TOWN OF BROOKLINE FY2011 Program Budget				SPECIAL REVENUE FUNDS		
DEPT	FUND NUMBER	FUND TYPE	FUND NAME	FY09 YEAR- END FUND BALANCE	FUND BALANCE AS OF 12/31/09	DESCRIPTION
Library	TL05	Trust	J.L. GARDNER 1924 FUND	0	(110)	Unrestricted trust fund
Library	TL09	Trust	FRANCES HUNT FUND	(60)	0	For the purchase of books
Library	TL10	Trust	LOUISE HOOPER FUND	0	(10)	For the purchase of books
Library	TL12	Trust	LIBRARY GENERAL CONTRIBUTION FUND	(238)	(1,065)	Donations, usually "in lieu of flowers", for books or other materials
Library	TL13	Trust	D.B. HOAR FUND	(4,413)	(131)	Unrestricted trust fund, used exclusively for books
Library	TL14	Trust	PRESERVATION OF HISTORIC RECORDS	0	(209)	For helping to preserve the library's collection
Library	TL22	Trust	DOROTHY CLEMENS FUND	(89)	(1,168)	Restricted to books and other library materials on travel and home repair
Library	TL23	Trust	FIFE FOUNDATION FUND	(628)	0	For the purchase children's books at the Main Library
Library	TL24	Trust	CHILDREN'S CENTENNIAL FUND	(3,492)	0	For the the physical plant & collections of the Children's Department
Library	TL25	Trust	PUTTERHAM CIVIC ASSOCIATION FUND	0	(27)	Restricted to books for the Putterham Library
Library	TL27	Trust	HOESLY-SCHNEIDER LIBRARY FUND	0	(1,119)	Restricted to Children's books, 50% to Coolidge Corner
Library	TL28	Trust	MILDRED BENT LIBRARY FUND	(2,845)	(105)	Unrestricted trust fund
Library	TL30	Trust	ANNUAL BOOK PURCHASE FUND	12	12	For the purchase of books
Library	TL31	Trust	BENEDICT ALPER BOOK TRUST	(258)	0	For the purchase of books
Library	TL36	Trust	GROSS FUND-EXPENDITURE	(876)	0	For the purchase of books
Library	TL41	Trust	LIBRARY GALA TRUST FUND	(344)	(13,597)	Proceeds from the annual Gala, to be spent on library materials
Library	TL43	Trust	DORIS GOLDBLATT FUND	(823)	0	Unrestricted trust fund
Library	TL44	Trust	BERNICE B GODINE FUND	(556)	0	Restricted to books and materials for Putterham
<b>LIBRARY SUB-TOTAL</b>				<b>176,718</b>	<b>187,559</b>	
Planning	SA03	Escrow	CDBG ESCROW	3,189	3,189	Escrow for lead paint abatement program
Planning	SG01	Federal Grant	COMMUNITY DEVEL BLOCK GRANT (CDBG)	(174,320)	(474,851)	CDBG Grant
Planning	SG02	Federal Grant	HOUSING REHAB LOAN PROGRAM	4,862	20,784	Match for homebuyer assistance for CDBG program
Planning	SG03	Federal Grant	RENTAL REHAB PROGRAM	26,629	26,613	Funding for housing program outreach
Planning	SG15	Federal Grant	HOME PROGRAM	4,722	4,722	HOME Grant
Planning	SG30	Local Grant	TOWN WIDE CELEBRATIONS/PROMOTION	28,318	36,347	Funds for the First Light Festival
Planning	SG36	Revolving Fund (B)	FACADE IMPROVEMENT LOAN PROGRAM	30,000	30,000	Loans to businesses for façade improvements
Planning	SG43	Special Purpose	GATEWAY EAST PROJECT GIFT	30,971	30,971	Payment from 1 Brookline Place
Planning	SG46	State Grant	RESERVOIR GATEHOUSE	(10,000)	(10,000)	Mass Historic grant for a Conditions Study and Report
Planning	SG47	Revolving Fund (A)	PLANNING BOARD OUTSIDE CONSULTANTS	11,491	8,874	Funds from prospective developers to be used for Town studies
Planning	SG48	Federal Grant	HOMELESS PREVENTION/RAPID REHOUSING	0	(543,777)	Federal stimulus funds for homeless prevention
Planning	SG49	Federal Grant	CDBG RECOVERY	0	(25,000)	Federal stimulus funds for CDBG program
Planning	SG51	Federal Grant	ENERGY EFFICIENCY BLOCK GRANT	0	(143,000)	Federal stimulus funds for energy efficiency programs
Planning	SG52	State Grant	20TH CENTURY SURVEY	0	(16,500)	Mass Historic grant for survey of buildings built in the 20th century
Planning	TG05	Trust	HOUSING TRUST	6,402,773	5,420,907	Payments by developers and from Free Cash per policies
<b>PLANNING SUB-TOTAL</b>				<b>6,358,635</b>	<b>4,369,279</b>	
Police	SA07	Special Purpose	PARKING METER FUND	2,709,675	4,003,072	Parking Meter receipts (transferred to General Fund)
Police	SP03	Local Grant	DARE PROGRAM	1,695	1,499	Donations supporting the DARE Program
Police	SP06	Local Grant	WALK & TALK	17,349	25,152	BHA grant for the Walk & Talk program
Police	SP10	Federal Grant	POLICE VESTS	23,235	46,434	Reimbursed 50% on selected Body Armor
Police	SP34	Federal Grant	VIOLENCE AGAINST WOMEN ACT	(10,547)	(9,324)	Funds the Domestic Violence Advocate



TOWN OF BROOKLINE FY2011 Program Budget				SPECIAL REVENUE FUNDS		
DEPT	FUND NUMBER	FUND TYPE	FUND NAME	FY09 YEAR- END FUND BALANCE	FUND BALANCE AS OF 12/31/09	DESCRIPTION
Police	SP70	Local Grant	CELL PHONE	3,975	3,975	Community Fund grant for the domestic violence cell phone program
Police	SP82	Federal Grant	URBAN AREAS SECURITY INITIATIVE (UASI)	46,602	0	For training in Weapons of Mass Destruction
Police	SP85	State Grant	FY06 CLICK IT & TICKET	2,419	5,402	For mobilization units and traffic enforcement equipment
Police	SP87	Federal Grant	UASI 2006 CERT TRAINING	2,230	0	For Community Emergency Response Team (CERT) Training
Police	SP90	Federal Grant	UASI WMD PROTECTION/DECON	(20,942)	0	For training in Weapons of Mass Destruction
Police	SP96	State Grant	FY07 STATEWIDE EMERGENCY TELECOMM BD	2,463	2,463	For specialized training of 911 Dispatchers
Police	SPA2	Federal Grant	FY07 EDWARD BYRNE JUSTICE ASSISTANCE	(36)	13,482	For technological advancements in Police Department
Police	SPA3	State Grant	FY08 STATEWIDE EMERGENCY TELECOMM BD	(1,232)	(1,232)	Fund for specialized training of 911 Dispatchers
Police	SPA4	State Grant	FY09 SETB 911 TRAINING GRANT	(1,620)	(1,620)	Training grant from the State Emergency Telecommunications Board
Police	SPA5	Federal Grant	FY08 CHILD PASSENGER SAFETY	385	385	For child safety seat program
Police	SPA7	State Grant	SHANNON ANTI-GANG GRANT	(4,610)	35	For Anti-gang programs and warrant sweeps
Police	SPA8	Federal Grant	UNDERAGE DRINKING ENFORCEMENT	(116)	(116)	For reducing underage alcohol consumption and alcohol related crashes
Police	SPB1	State Grant	911 PSAP GRANT	(491)	(491)	For enhanced 911 services
Police	SPB2	Federal Grant	EMERGENCY MGMT PERFORMANCE	0	91	For enhancement of emergency mgmt & catastrophic capabilities
Police	SPB3	State Grant	FY10 PSAP	0	(66,958)	For enhanced 911 services
Police	SPB4	State Grant	FY10 EMERGENCY TELECOMM. BD TRAINING	0	(7,791)	For 911 training
Police	SPB5	State Grant	PEDESTRIAN, BICYCLE & MOPED	0	221	For effective pedestrian, bicycle and/or moped-type enforcement efforts
Police	SPB6	Federal Grant	EDWARD BYRNE JUSTICE ASSISTANCE	0	(89,654)	For technological advancements in Police Department
Police	TA05	Revolving Fund (A)	PRIVATE DETAILS - POLICE	(530,190)	(710,397)	Police Details account
Police	TP02	Trust	LAW ENFORCEMENT EXPENDABLE FUND	33,331	27,851	Proceeds from drug forfeitures
Police	TP03	Trust	BROOKLINE CITIZEN POLICE ACADEMY	8,102	6,856	Supports the Citizen Police Academy
Police	TP04	Trust	PUBLIC SAFETY MEMORIAL TRUST	2,387	2,391	Trust to construct memorial for fallen members in line of duty
<b>POLICE SUB-TOTAL</b>				<b>2,284,064</b>	<b>3,251,726</b>	
Police/Fire	SP29	Special Purpose	PUBLIC SAFETY DAMAGE RECOVERY	23,483	23,483	Funds recovered to replace/repair damaged goods
Police/Fire	SP97	Local Grant	SYDA FOUNDATION GIFT	1,501	1,501	Local gift for the Police and Fire Departments
<b>POLICE/FIRE SUB-TOTAL</b>				<b>24,984</b>	<b>24,984</b>	
DPW	SG34	Special Purpose	TRAFFIC IMPROVEMENTS AT 110 CYPRESS ST	1,561	11	From ZBA decision for traffic improvements
DPW	SW01	Special Purpose	CEMETERY LOTS/GRAVES	462,740	431,204	From sale of lots for improvements to the cemetery
DPW	SW03	State Grant	CH90 HIGHWAY	41,531	(213,377)	For roadway reconstruction
DPW	SW08	State Grant	CH573:1985 OLMSTED PARK IMPROVEMENTS	20,848	18,174	For improvements to and management of Olmsted Park
DPW	SW11	Local Grant	HOUSEHOLD HAZARDOUS WASTE	27	27	From Community Fund for Household Hazardous Waste Day
DPW	SW16	State Grant	COMPOST BIN	5,523	4,307	For sale/purchase of compost bins
DPW	SW18	State Grant	ALLERTON-OLMSTED PARK	22,715	22,715	Improvements to and management of Allerton Overlook/Olmsted Park
DPW	SW19	Federal Grant	NESEC MITIGATION GRANT	1,127	1,127	Flood prevention in Muddy River Basin
DPW	SW20	Special Purpose	CYPRESS ST PLAYGROUND GIFT	10,000	10,000	Gift from the Cypress Street development for playground improvements
DPW	SW26	Federal Grant	HAZARD MITIGATION	331	331	Grant for water/sewer project
DPW	SW27	State Grant	RIVERWAY HISTORIC LAND PRESERVATION	25,000	25,000	DEM grant for Riverway
DPW	SW28	Local Grant	HALL'S POND SANCTUARY GIFT (STONEMAN)	24,351	24,509	Gift for improvements to/management of Hall's Pond Nature Sanctuary
DPW	SW29	Special Purpose	DPW DAMAGE RECOVERY	56,582	48,378	Insurance proceeds recovered to replace/repair damaged goods
DPW	SW30	Local Grant	PARK/OPEN SPACE GIFT	25,284	12,266	Gifts/donations for improvements to parks and open spaces



TOWN OF BROOKLINE FY2011 Program Budget				SPECIAL REVENUE FUNDS		
<u>DEPT</u>	<u>FUND NUMBER</u>	<u>FUND TYPE</u>	<u>FUND NAME</u>	<u>FY09 YEAR- END FUND BALANCE</u>	<u>FUND BALANCE AS OF 12/31/09</u>	<u>DESCRIPTION</u>
DPW	SW31	State Grant	RESTORATION OF HALL'S POND	31,860	31,860	Grant for improvements to and management of Halls Pond
DPW	SW39	Revolving Fund (B)	SIDEWALK AND WALKWAYS	91,296	72,130	"Betterment Fund" for sidewalk improvements
DPW	SW43	Local Grant	BROOKLINE IN BLOOM PROGRAM	95	95	Local grant money to support the bulb planting program
DPW	SW44	Local Grant	CONRY SQUARE GIFT	2,525	2,525	Off-site improvement fund for improvements to Conry Square
DPW	SW45	Local Grant	BILLY WARD PLAYGROUND GIFT	6,800	6,800	Off-site improvement fund for improvements to Billy Ward Playground
DPW	SW48	Federal Grant	RECREATIONAL TRAILS GRANT	7,500	7,500	For improvements to conservation trails
DPW	SW52	State Grant	LANDFILL CLOSURE URBAN SELF-HELP	170,101	126,151	For Skyline Park
DPW	SW53	Local Grant	IF YOU CAN RIP IT-YOU CAN RECYCLE IT	3,818	4,049	Community Fund grant for recycling education
DPW	SW54	MWRA Grant	MWRA CSO CONTROL PROJECT	1,110,332	115,787	Sewer Separation Project in lower Beacon St area - 100% MWRA Grant
DPW	SW58	Local Grant	LARZ ANDERSON FILM SERIES	3,589	756	Grant funding for outdoor films
DPW	SW59	Local Grant	RECYCLING BINS	102	102	Community Fund grant for recycling bins
DPW	SW61	Local Grant	PARKS SUMMER OUTDOOR MOVIE SERIES	36,933	36,006	Grants and donations for outdoor films
DPW	SW62	Special Purpose	1285 BEACON ST MITIGATION	45,000	45,000	From ZBA decision for traffic and streetscape improvements
DPW	SW63	Special Purpose	150 ST PAUL ST MITIGATION	19,494	19,494	From ZBA decision for traffic improvements
DPW	SW64	State Grant	LOST POND SANCTUARY GRANT	9,790	9,790	To improve pathways, access and use of Lost Pond Nature Sanctuary
DPW	SW66	State Grant	NEWTON ST. LANDFILL CORRECTIVE ACTION	0	(1,000,000)	State grant to assist with Newton St. Landfill corrective action
DPW	TW03	Trust	A.W. & F.G. BLAKE EXPENDABLE TREE FUND	7,410	7,462	Purchase, planting, and maintenance of shade trees
DPW	TW04	Trust	A.W. & F.G. BLAKE NON-EXPENDABLE FUND	3,000	3,000	Interest used for the purchase, planting, and maintenance of shade trees
DPW	TW05	Trust	J. BOWDITCH EXPENDABLE TREE FUND	15,416	15,520	Care and planting of trees on the highways of the Town
DPW	TW06	Trust	J. BOWDITCH NON-EXPENDABLE TREE	4,500	4,500	Interest used for the care and planting of trees on Town highways
DPW	TW07	Trust	D.B. HOAR MEMORIAL EXPENDABLE FUND	50,480	51,133	Care of D.B Hoar Memorial Land
DPW	TW09	Trust	D.B. HOAR BIRD SANCTUARY EXPEND. FUND	8	8	Care of D.B Hoar Memorial Land
DPW	TW11	Trust	D.B. HOAR TREE EXPENDABLE FUND	229,263	215,185	Planting and caring for trees/other vegetation of the Hoar Sanctuary
DPW	TW13	Trust	J. WARREN EXPENDABLE TREE FUND	6,577	6,609	Planting trees on the highways of the Town
DPW	TW14	Trust	J. WARREN NON-EXPENDABLE TREE FUND	1,000	1,000	Interest used for the planting of trees on the highways of the Town
DPW	TW15	Trust	LONGWOOD MALL TREE EXPENDABLE FUND	34,055	9,908	Specialized care of trees, lawns and parkland on Longwood Mall
DPW	TW17	Trust	AMORY WOODS PARK EXPENDABLE FUND	30,663	30,875	Funds for improvements to Amory Woods
DPW	TW19	Trust	MINOT PARK - ROSE GARDEN EXPEND. FUND	25,248	25,248	For maintenance and management of the Minot Rose Garden
DPW	TW21	Special Purpose	CONSERVATION COMMISSION FUND	25,213	25,377	Purchase of land/other interests in real estate; other conservation purposes
DPW	TW23	Special Purpose	CEMETARY PERPETUAL CARE EXPEND. FUND	143,229	118,429	Maintenance/management/care of the Cemetery grounds
DPW	TW24	Trust	CEMETARY PERPETUAL CARE NON-EXPEND.	813,688	826,813	Long-term perpetual care of the Cemetery grounds
DPW	TW25	Trust	SPECIAL TREE PLANTING EXPENDABLE FUND	17,294	17,294	Planting of trees
DPW	TW27	Trust	BROOKLINE RESERVOIR TREE EXPEND. FUND	25	25	For trees at the Brookline Reservoir
DPW	TW29	Trust	BEN ALPER TREE EXPENDABLE FUND	11,238	11,746	Planting of trees
DPW	TW30	Trust	BEN ALPER TREE NON-EXPENDABLE FUND	144,226	144,733	Interest used for the planting of trees in Brookline
DPW	TW31	Trust	TANYA STARZENSKI TREE-LANDSCAPING	5,766	5,803	Planting of trees
<b>PUBLIC WORKS SUB-TOTAL</b>				<b>3,805,154</b>	<b>1,383,385</b>	
Recreation	SL04	Revolving Fund (B)	RECREATION REVOLVING FUND	214,782	156,545	See the Recreation portion of Sec. IV for a description
Recreation	TR01	Trust	ROBSON YOUTH SOCCER EXP FUND	4,088	4,088	Used for sports equipment purchases, signage
Recreation	TR02	Local Grant	B A A REC EXPENDABLE TRUST	232,396	219,759	Annual payment from the BAA for the Boston Marathon
Recreation	TR03	Trust	LYNCH RECREATION EXPENDABLE FUND	336	336	Used for playground equipment

TOWN OF BROOKLINE FY2011 Program Budget				SPECIAL REVENUE FUNDS		
<u>DEPT</u>	<u>FUND NUMBER</u>	<u>FUND TYPE</u>	<u>FUND NAME</u>	<u>FY09 YEAR- END FUND BALANCE</u>	<u>FUND BALANCE AS OF 12/31/09</u>	<u>DESCRIPTION</u>
Recreation	TR04	Trust	BROOKLINE RECREATION BOOSTER CLUB	13,444	14,463	Donations used for expenses for various Recreation programs
Recreation	TR05	Trust	KIRrane SPECIAL NEEDS EXPENDABLE FUND	320	320	Special Olympics team equipment and supplies
Recreation	TR07	Trust	CHILDREN'S CAMP EXPENDABLE FUND	1,259	1,259	Scholarships for Recreation programs
Recreation	TR08	Trust	JM NOE EXPENDABLE TRUST	6,351	6,392	Sports equipment for basketball program, maintenance of facility
Recreation	TR09	Trust	GRIGGS PARK GARDEN GIFT	6,287	6,328	Improvements to the Solomon Memorial Garden at Griggs Park
Recreation	TR10	Trust	AFTER THE PROM PARTY	30,724	30,914	Donations to support the After the Prom Party
<b>RECREATION SUB-TOTAL</b>				<b>509,987</b>	<b>440,404</b>	
Selectmen	SG04	State Grant	ARTS COUNCIL	34,690	24,918	State grant for local arts grants
Selectmen	SG25	Special Purpose	RCN / COMCAST GIFT ACCOUNT	1,572,366	558,067	Payments for PEG/Access facilities/other cable purposes
Selectmen	SG27	Local Grant	ARTS MATCHING GRANT	601	4,801	Covers administrative expenses of Arts Commission
Selectmen	SG31	Special Purpose	CABLE SERVICE PROVIDER GIFT	122,473	122,473	Payment from Comcast for school cable related purposes
Selectmen	SG37	Special Purpose	COMCAST GIFT	540,719	3,417	Settlement over determinations of breach of the 1997 license
Selectmen	TG02	Special Purpose	STABILIZATION FUND	5,356,986	5,370,599	General stabilization fund as allowed for under MGL, Ch. 40, Sec. 5B
Selectmen	TG03	Trust	PENNY SAVINGS FUND	6,754	6,754	Residue from old (1948) fund related to children's savings fund
Selectmen	TG04	Trust	COMMISSION FOR WOMEN	1,281	1,228	Donations to support the Commission for Women
Selectmen	TI04	Special Purpose	LIABILITY INSURANCE TRUST FUND	366,863	1,814,482	Funded from Free Cash and spent with Advisory Committee approval
<b>SELECTMEN SUB-TOTAL</b>				<b>8,002,733</b>	<b>7,906,739</b>	
Town Clerk	SG05	State Grant	ELECTION HOURS REIMBURSEMENT	0	20,465	State grant for state election costs
<b>TOWN CLERK SUB-TOTAL</b>				<b>0</b>	<b>20,465</b>	
Veterans	SG21	Local Grant	TOWN CELEBRATIONS FUND	7,938	8,578	Flag Day and Adopt-A-Pole donations
<b>VETERANS SUB-TOTAL</b>				<b>7,938</b>	<b>8,578</b>	
<b>GRAND TOTAL</b>				<b>29,733,521</b>	<b>27,098,929</b>	

**CAPITAL IMPROVEMENTS PROGRAM**

Capital planning and budgeting is a critical undertaking for any government and is "central to economic development, transportation, communication, delivery of other essential services, and environmental management and quality of life", as stated in ICMA's "Capital Budgeting: A Guide for Local Governments". In fact, without a sound plan for long-term investment in infrastructure and equipment, the ability of local government to accomplish its goals is greatly hampered. Developing a financing plan for capital investments that fits within the overall framework of a community is of equal importance, as poor decisions regarding the use of debt can negatively impact a community's financial condition for many years.

In Brookline, the preparation of the annual Capital Improvements Program (CIP) is mandated by state statute. Massachusetts General Law Chapter 41 provides that the Planning Board shall prepare and submit annually a CIP for the Town. Chapter 270 of the Acts of 1985 (special legislation known as the "Town Administrator Act") directs the Town Administrator to prepare and recommend an annual financial plan that includes a CIP. The Deputy Town Administrator and the Director of Planning and Community Development co-chair a working committee of department heads that reviews and evaluates all project requests. A number of these requests arise from public input received by Boards and Commissions. A more detailed description of the CIP process can be found on page VII-3.

The Town has a set of formal CIP policies that define what a capital improvement project is, how projects are evaluated and prioritized, and how the CIP is financed. The complete text of these policies can be found in the Appendix of this Financial Plan. It is important that a governmental body comply with its policies, as it makes little sense, if any, to adopt policies only not to follow them. In that regard, the table on the following page, presents the indicators that are to be monitored per the Debt Management Policies portion of the CIP Financing Policies, along with other standard debt measurement variables. There are numerous summary tables and graphs in the pages that follow. With the notable exception of temporarily departing from the policy of dedicating an amount equivalent to 5.5% of the prior year's net revenue for FY11\*, the recommendations contained herein are in compliance with the Board of Selectmen's CIP Policies.

**INTRODUCTION**

The financial foundation of the Town's CIP is the policy that states an amount equivalent to 5.5% of the prior year's net revenue be dedicated to the CIP, plus the \$750,000 included in the 2008 Override for CIP purposes inflated annually by 2.5%. This key policy places both a floor and a ceiling on the amount of debt supported by the tax levy that can be authorized, thereby limiting the impact on the Operating Budget. The goal is to have the 5.5% consist of both a debt-financed component and a revenue (or pay-as-you-go) component, with 4.25% for debt-financed CIP and 1.25% for pay-as-you-go CIP.

In addition to the 5.5% policy, there is a Free Cash Policy, also included in the Appendix of this Financial Plan, that dedicates this revenue source to the CIP after funding various strategic reserves. In summary, the states that after being used to help fund a 1% Operating Budget Reserve (25% of the Reserve Fund is funded with Free Cash) and bring up the Town's Stabilization Fund and the Catastrophe and Liability Fund to their respective funding levels, the balance of Free Cash is dedicated to the CIP \*\*. This important funding source allows for the expansion of the pay-as-you-go component of the CIP. Without Free Cash, the Town would be unable to fund many of the projects being recommended.

\* In FY10, the 5.5% funding level was reduced to 5% to limit the level of cuts in the Operating Budget. In FY11, it increases to 5.25%, then reaches 5.5% in FY12.

\*\* The Free Cash policy also calls for a.) supporting the Affordable Housing Trust Fund when Free Cash exceeds \$6 million and b.) supporting other trust funds related to fringe benefits and unfunded liabilities related to employee benefits, if necessary.

**MEASUREMENT OF CIP FINANCING POLICIES**

VARIABLE	FY10	FY11	FY12	FY13	FY14	FY15	FY16
<u>Legal Limit for Out. Debt = 5% of Equalized Valuation (EQV)</u>							
EQV for 1/1/08 = \$15.524 billion. Assume 2.5% annual growth. (In millions)	\$15,912.1	\$16,309.9	\$16,717.6	\$17,135.5	\$17,563.9	\$18,003.0	\$18,453.1
Outstanding Debt as a % of EQV	0.6%	0.6%	0.6%	0.5%	0.5%	0.6%	0.6%
General Fund Outstanding Debt as a % of EQV	0.5%	0.5%	0.5%	0.5%	0.4%	0.5%	0.5%
Net General Fund Outstanding Debt as a % of EQV	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.5%
Total Outstanding Debt (in millions)	\$92.4	\$94.7	\$98.0	\$91.6	\$86.2	\$99.1	\$103.6
General Fund Outstanding Debt (in millions)	\$78.5	\$81.9	\$85.2	\$79.7	\$75.4	\$88.8	\$95.4
Net General Fund Outstanding Debt (in millions)	\$56.4	\$61.9	\$67.4	\$64.0	\$61.6	\$75.1	\$83.7
Total Debt Service (in millions)	\$14.6	\$14.6	\$15.8	\$15.8	\$15.3	\$14.8	\$16.5
General Fund Debt Service (in millions)	\$11.9	\$11.9	\$13.3	\$13.0	\$12.5	\$12.3	\$13.9
Net General Fund Debt Service (in millions)	\$8.6	\$8.6	\$10.0	\$10.4	\$9.9	\$9.6	\$11.3
Total Debt Service Per Capita	\$266	\$266	\$289	\$287	\$279	\$270	\$302
General Fund Debt Service Per Capita	\$217	\$216	\$242	\$238	\$229	\$224	\$254
Net General Fund Debt Service Per Capita	\$158	\$157	\$183	\$190	\$181	\$176	\$206
Total Debt Service as a % of Revenue	6.4%	6.3%	6.7%	6.4%	6.1%	5.7%	6.2%
General Fund Debt Service as a % of General Fund Revenue	5.8%	5.8%	6.3%	6.0%	5.6%	5.4%	5.9%
Net General Fund Debt Service as a % of General Fund Revenue	4.2%	4.2%	4.8%	4.8%	4.5%	4.2%	4.8%
A. Total Outstanding Debt Per Capita as a % of Per Capita Income	2.6%	2.6%	2.7%	2.4%	2.2%	2.5%	2.5%
General Fund Outstanding Debt Per Capita as a % of Per Capita Income	2.2%	2.3%	2.3%	2.1%	1.9%	2.2%	2.3%
Net General Fund Outstanding Debt Per Capita as a % of Per Capita Income	1.6%	1.7%	1.8%	1.7%	1.6%	1.9%	2.1%
B. Total Outstanding Debt Per Capita	\$1,686	\$1,727	\$1,789	\$1,671	\$1,573	\$1,809	\$1,890
General Fund Outstanding Debt Per Capita	\$1,432	\$1,493	\$1,555	\$1,454	\$1,375	\$1,620	\$1,741
Net General Fund Outstanding Debt Per Capita	\$1,029	\$1,129	\$1,229	\$1,167	\$1,124	\$1,370	\$1,527
C. Total Outstanding Debt as a %age of Assessed Value (AV)	0.6%	0.6%	0.6%	0.6%	0.5%	0.6%	0.6%
General Fund Outstanding Debt as a %age of Assessed Value (AV)	0.5%	0.5%	0.5%	0.5%	0.4%	0.5%	0.5%
Net General Fund Outstanding Debt as a %age of Assessed Value (AV)	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.5%
D. Total Debt Maturing Within 10 Years	89%	88%	84%	85%	86%	83%	80%
General Fund Debt Maturing Within 10 Years	88%	86%	82%	83%	84%	81%	79%
E. CIP Financing as a %age of Prior Year's Net Revenue	5.00%	5.25%	5.50%	5.50%	5.50%	5.50%	5.50%
Debt-Financed CIP as a %age of Prior Year's Net Revenue	4.28%	4.11%	4.80%	4.58%	4.45%	4.19%	4.83%
Revenue-Financed CIP as a %age of Prior Year's Net Revenue	0.72%	1.14%	0.70%	0.92%	1.05%	1.31%	0.67%

**Town Policies**

- A. Total Outstanding Debt Per Capita = shall not exceed 6% of Per Capita Income.
- B. Total Outstanding Debt Per Capita = shall not exceed \$2,452 (for FY10).
- C. Total Outstanding Debt = shall not exceed 2.5% of Assessed Value (AV).
- D. Bond Maturities = 60% of General Fund principal shall mature within 10 years.
- E. CIP Financing = 5.5% of Prior Year's Net Revenue, with a goal of 4.25% from Debt-Financed and 1.25% from Revenue-Financed.

NOTE: "Net General Fund Debt" is total General Fund Debt less the share paid for by the State for the Lincoln, Heath, Baker and High School projects.

**TOWN OF BROOKLINE  
FY2011 PROGRAM BUDGET**

**CAPITAL IMPROVEMENTS PROGRAM**

Another key CIP financing policy is that the Water and Sewer Enterprise Fund and the Golf Course Enterprise Fund cover 100% of their debt service. When additional capital work to the water and sewer infrastructure or to the golf course is requested, the impact debt service has on those enterprise funds is taken into consideration. Since they are both 100% cost recovery funds, any growth in debt service may well necessitate increases in fees. Therefore, the decision to authorize additional debt is made carefully.

The table below details how much funding is made available for the CIP, exclusive of enterprise fund supported debt and projects funded from non-Town sources (e.g., grants):

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Total Gen Fund Rev	202,868,146	207,688,666	213,823,888	219,684,214	226,508,649	233,058,176
<b>LESS:</b>						
Non Appropriations	7,331,939	7,503,677	7,679,707	7,860,139	8,045,082	8,234,648
Net Debt Exclusions	1,637,286	1,532,067	2,109,552	1,611,719	1,606,819	1,598,870
Free Cash	4,590,079	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000
Stabilization Fund	0	0	0	0	0	0
Overlay Surplus	0	0	0	0	0	0
Capital Project Surplus	0	0	0	0	0	0
Sale of Town-owned Land Fund	0	0	0	0	0	0
<b>Net Revenue</b>	<b>189,308,841</b>	<b>194,902,922</b>	<b>200,284,628</b>	<b>206,462,356</b>	<b>213,106,749</b>	<b>219,474,658</b>
<b>Prior Year Net Revenue</b>	<b>185,695,598</b>	<b>189,308,841</b>	<b>194,902,922</b>	<b>200,284,628</b>	<b>206,462,356</b>	<b>213,106,749</b>
Net Debt Financed <sup>1</sup>	7,635,328	9,119,130	8,960,264	8,944,544	8,692,634	10,343,646
Net Debt Financed as a % of Prior Yr Net Rev	4.11%	4.82%	4.60%	4.47%	4.21%	4.85%
Revenue Financed	2,113,691	1,292,856	1,759,396	2,071,111	2,662,796	1,377,225
Revenue Financed as a % of Prior Yr Net Rev	1.14%	0.68%	0.90%	1.03%	1.29%	0.65%
<b>SUB-TOTAL 5.5% Dedicated to CIP (5.25% in FY11)</b>	<b>9,749,019</b>	<b>10,411,986</b>	<b>10,719,661</b>	<b>11,015,655</b>	<b>11,355,430</b>	<b>11,720,871</b>
2008 Override Funds	787,969	807,668	827,860	848,556	869,770	891,514
Free Cash for CIP	3,670,340	3,276,728	3,191,453	3,189,943	3,146,963	3,116,627
Capital Project Surplus -- Re-approp. of Funds	0	0	0	0	0	0
Other Funds (e.g., Overlay Surplus, Sale of Town-owned land)	0	0	0	0	0	0
<b>TOTAL FUNDS AVAILABLE FOR CIP THROUGH GEN. FUND</b>	<b>14,207,328</b>	<b>14,496,382</b>	<b>14,738,974</b>	<b>15,054,153</b>	<b>15,372,162</b>	<b>15,729,013</b>

<sup>1</sup> As defined in the CIP Policies, "Net Debt" is total debt service exclusive of debt service related to a Debt Exclusion and debt service funded by enterprise fund revenues.

**BROOKLINE'S CIP PROCESS**

The preparation of the annual CIP is mandated by statute: MGL Chapter 41 provides that the Planning Board shall prepare and submit annually a CIP for the Town. Chapter 270 of the Acts of 1985 (special legislation known as the "Town Administrator Act") directs the Town Administrator to prepare and recommend an annual financial plan that includes a CIP. The annual process for Brookline begins with the

submission of project requests by departments, which in many cases are the result of various board/commission (Park and Recreation Commission, Library Trustees, etc.) public hearings. The requests are then reviewed by a working group that is co-chaired by the Deputy Town Administrator and the Director of the Department of Planning and Community Development and is comprised of all department heads that have requested projects. After reviewing all project requests, a Preliminary CIP is recommended to the Town Administrator, who then presents it to the Board of Selectmen as part of a public hearing on the Town's Operating and Capital budgets in December. The Town Administrator's Preliminary CIP is then reviewed by both the Planning Board and the Capital Sub-Committee of the Advisory Committee. Any modifications to the Preliminary CIP are reflected in the formal CIP publication that is published by the Planning Board. Similarly, any changes to the first year of the CIP are factored into the budget that is presented to Town Meeting by the Advisory Committee.

### **PROPOSED FY11 - FY16 CIP**

The recommended FY11 - FY16 CIP calls for an investment of \$126.3 million, for an average of approximately \$21.1 million per year. This continues the Town's commitment to prevent the decline of its infrastructure, upgrade its facilities, and improve its physical appearance. Over the last 10 years (FY00 - FY09), the Town has authorized expenditures of more than \$175 million, for an average of close to \$18 million per year. These efforts, which have been supported by the Board of Selectmen, the Advisory Committee, Town Meeting, and, ultimately, the taxpayers of Brookline, have gone a long way toward addressing the backlog of capital projects, have dramatically improved the Town's physical assets, and have helped yield savings in the Operating Budget through investment in technology and energy efficiency.

As previously noted, part of the Town Administrator's plan to balance the FY10 budget was to reduce the 5.5% funding level to 5% for FY10, freeing-up \$917,000 for the Operating Budget. Those funds were used to reduce the level of cuts in the Operating Budget. This CIP follows the plan to phase back-up to 5.5%, reaching 5.25% in FY11 and 5.5% in FY12. It is critical to return to the 5.5% level, as the amount of projected debt service in the out-years requires that level of funding for projects such as the Devotion School and Classroom Capacity.

There were a number of challenges presented during the development of the CIP that made balancing it difficult, including space needs for the schools, additional funding for Town Hall/Main Library Garages, and increased Runkle costs, which placed pressure on each of the out-years of the CIP. This required the deferral of numerous projects. The issue of classroom space in the elementary schools is one of the most pressing matters for the Town, and this Proposed CIP addresses it more comprehensively than in the past. The \$5 million programmed for FY12 follows the \$400,000 approved in both FY08 and FY10 for carving out additional classrooms in various schools and the \$29.1 million approved in FY10 for the renovation of and addition to the Runkle School.

The core of any CIP should be the maintenance / repair of and improvement to a community's infrastructure, and that is the case with this Proposed CIP. Governmental jurisdictions across the country continue to struggle with the issue of funding infrastructure needs, especially in these economic and budgetary times. Fortunately, Brookline's CIP policies (dedicated CIP funding) and taxpayer support (debt exclusions for Schools and an Override that included infrastructure needs) have allowed the community to fund these needs far more adequately than would otherwise be the case.

In addition to the 5.5% financing, Free Cash, CDBG, and state/federal grants are the other key components of the overall financing strategy of the CIP. The Town's certified Free Cash for the fiscal year ending June 30, 2009 was \$4.6 million, providing the CIP with \$3.7 million of additional pay-as-you-go capacity for FY11. For the out-years of the CIP, \$3.75 million is estimated for Free Cash, which yields approximately



\$3 million per year for the CIP. CDBG funds add \$2.25 million over the six-year CIP, a level of funding that reflects the Town's plans to utilize the CDBG Section 108 Loan Program. This program allows the Town to take a loan for the Village Square Project and pay it back with future CDBG funds. The "Other" funds category totals \$4.2 million, the largest piece being an expected \$3.25 million from the sale of the Town-owned Fisher Hill Reservoir that will be used to fund the construction of an active and passive recreation site on the State-owned land across the street.

State/Federal grants are a critical component of the CIP, totaling \$27.3 million over the six-year period. Of this amount, \$22.5 million represents the potential State share of the Devotion School Renovation Project. This CIP assumes 40% funding by the Massachusetts School Building Authority (MSBA) for the Devotion School project; the Town must wait at least a couple of years to see if MSBA funding will be awarded. If the MSBA does not approve funding for the Devotion School, then the total project will be \$33.8 million, not a \$56.3 million project, unless additional funding was made available through a Debt Exclusion vote.

Some of the major projects being proposed in the CIP include:

- Devotion School Rehab - \$33.8 million of Town funding plus the possibility of \$22.5 million of State funding in FY14-FY15 for feasibility / schematic design and design / construction
- Classroom Capacity - \$5 million in FY12
- Newton St. Landfill (Rear Landfill Closure) - \$4.5 million in FY15
- Fisher Hill Reservoir Re-Use - \$3.25 million in FY14 (outside funding)
- Village Square - \$3 million in FY12 (outside funding)
- Wastewater System - \$3 million in FY14
- Baldwin School - \$2 million in FY14-FY15
- Town Hall/Main Library Garages - \$1.8 million in FY11, bringing the total project cost to \$3 million
- UAB - \$1.4 million in FY12-FY13
- Brookline Reservoir Park - \$1.4 million in FY16
- Parking Meters - \$1.4 million in FY11
- Pierce School - \$1 million in FY12-FY14
- Ladder #2 Replacement - \$1 million in FY15

Continued major investments include:

- |   |  |
|---|--|
| • <u>Street and Sidewalk Rehab</u> - \$15.6 million           | • <u>Public Safety Equipment</u> - \$1.3 million |
| • <u>Parks and Open Space</u> - \$12.4 million                | • <u>Tree Replacement</u> - \$1 million          |
| • <u>General Town/School Building Repairs</u> - \$7.6 million | • <u>Energy Conservation</u> - \$750 thousand    |
| • <u>Water and Sewer Infrastructure</u> - \$5 million         | • <u>Branch Libraries</u> - \$505 thousand       |
| • <u>Information Technology</u> - \$1.6 million               |  |

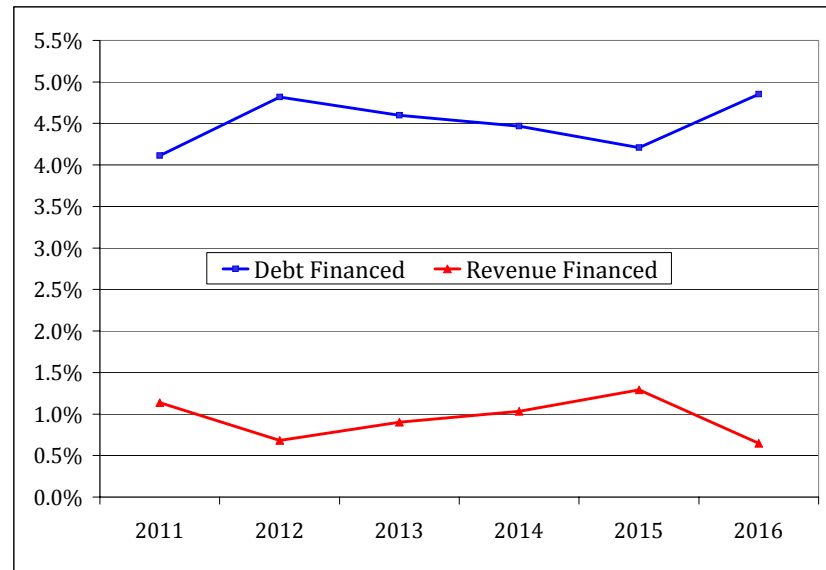
The table on the following page details the funding source for each year of the Proposed CIP. As it shows, \$52.9 million (42%) of the funding comes from General Fund bonds, \$34.7 million (28%) comes from cash (Property Tax and Free Cash), and \$27.3 million (22%) comes from state/federal grants.

**GRAND TOTAL BY SOURCE (in thousands)**

	FY11	FY12	FY13	FY14	FY15	FY16	TOTAL	% OF TOTAL
Property Tax	2,901.7	2,141.7	2,239.9	2,992.3	3,561.8	2,053.8	15,891.2	12.6%
Free Cash	3,670.3	3,057.3	3,041.1	3,030.7	3,008.2	2,988.2	18,795.8	14.9%
General Fund Bond	950.0	5,000.0	2,900.0	2,350.0	40,280.0	1,400.0	52,880.0	41.9%
State / Federal Grants	699.6	699.6	699.6	1,799.6	22,699.6	699.6	27,297.3	21.6%
Utility Budget	0.0	0.0	275.0	255.0	0.0	0.0	530.0	0.4%
Utility Bond	0.0	1,500.0	0.0	3,000.0	0.0	0.0	4,500.0	3.6%
CDBG	0.0	2,250.0	0.0	0.0	0.0	0.0	2,250.0	1.8%
Other	200.0	750.0	0.0	3,250.0	0.0	0.0	4,200.0	3.3%
<b>TOTAL</b>	<b>8,421.6</b>	<b>15,398.6</b>	<b>9,155.6</b>	<b>16,677.6</b>	<b>69,549.6</b>	<b>7,141.6</b>	<b>126,344.3</b>	<b>100.0%</b>

Given the reliance on \$52.9 million of bonds supported by the General Fund, there is an impact on the Town's operating budget. However, because the CIP complies with the Town's CIP Financing Policies, the impact on the debt service budget is offset by a decrease in the tax-financed component. As the portion of the 5.5% that is utilized for borrowing increases or decreases, the portion supported by the tax-financed monies moves in the opposite direction. The graph to the right shows how the 5.5% is apportioned between debt-financed and pay-as-you-go for each of the six years of the Proposed CIP.

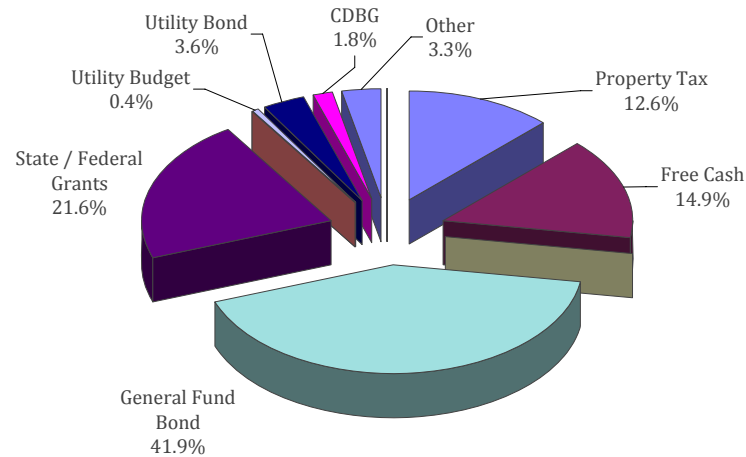
As the graph shows, the portion being funded through debt results in a spike in FY12 because of Runkle School debt, followed by a downward trend until FY16, when the debt from the Devotion School project comes on-line.



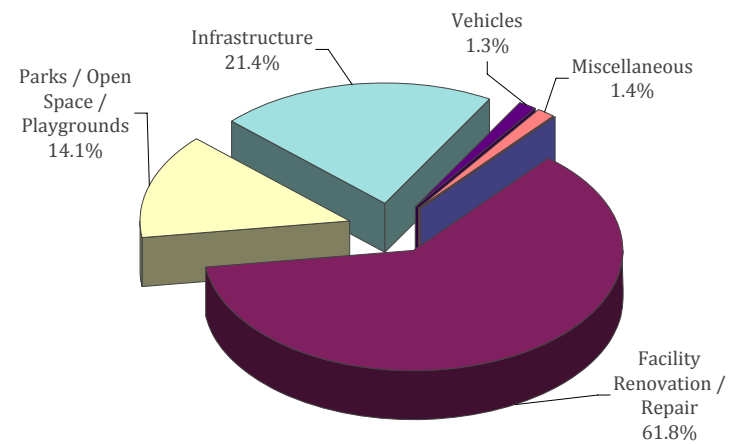
The graphs on the following page summarize the FY11 - FY16 CIP by revenue source, by category (i.e., facility repair / renovation, infrastructure, parks/open spaces), and by allocation group (e.g., schools, engineering / highway). As shown in the left graph, 42% of the six-year CIP is funded from General Fund-supported bonds, 22% is funded by State / Federal Grants, and 28% is funded via property tax / free cash. The right graph breaks out the six-year CIP by category: 62% of the CIP goes toward facility renovations / repairs (e.g., Devotion School, Classroom Capacity), 21% for infrastructure repairs (streets, sidewalks, water and sewer system), and 14% for Parks / Open Space / Playgrounds. The graph on the following page breaks out the CIP by allocation group and shows that 59% is for Schools, 18% is for Engineering / Highway, and 11% is for Parks / Playgrounds / Conservation / Open Space.



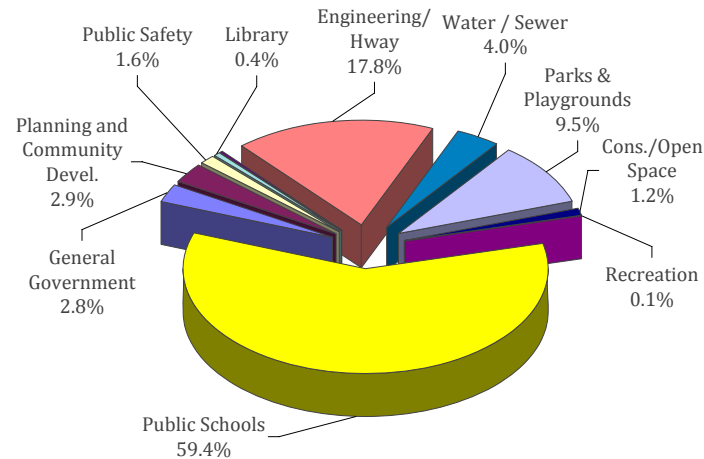
**CIP FUNDING BY SOURCE - 6 YR. TOTAL**



**CIP BY CATEGORY - 6 YR. TOTAL**



**CIP BY ALLOCATION - 6 YR. TOTAL**



It is important to note that the recommendations contained in the CIP are based upon current best estimates of future revenues and future project costs. The amount of Free Cash available for the CIP can fluctuate drastically from year to year. Also, budget reductions at the federal and state levels could require significant cutbacks in the recommended program for future years. The CIP recommendations would have to be revisited should the actual amounts be less than anticipated and / or the project costs are greater than anticipated.

While it is important that we maintain our commitment to the CIP, it is equally important that we be committed to staying within our CIP financing policies. Despite the large levels of expenditures for the CIP, there will inevitably be pressure to accelerate and / or add projects. Given the Town's debt load, it is crucial that we maintain fiscal discipline in this process. The fundamentally sound policies approved by the Board of Selectmen are only effective if followed. The FY11 - FY16 CIP is tightly balanced, but the fiscal prudence dictated by the CIP policies will help meet the challenges that lie ahead.

## **DEBT & DEBT SERVICE**

This portion of Section VII is dedicated to the role debt plays in the CIP and its relationship to the Operating Budget. For all entities, both public and private, debt financing is a primary method of financing large capital projects, as it enables these projects to be undertaken now with the costs spread out over a period of years. However, if used in an imprudent and / or poorly constructed manner, debt can have a disastrous impact on the Operating Budget and negatively impact the level and quality of services. This is why the Town's CIP Financing Policies are a vital component of the Town's overall Financial Planning guidelines. A well-planned and properly devised debt management plan is critical to maintaining the Town's positive financial condition and to maintaining the much-valued Aaa bond rating. It should be noted that the Town is in the process of refinancing debt, including the High School Renovation bond. All of the figures in the tables and graphs that follow do not include the savings in debt service and reduction in outstanding debt that will result from the refinancing.

The bond authorization process is laid out in Massachusetts General Laws (MGL), specifically Chapter 44, Sections 7 and 8. General Obligation (GO) Bonds are secured by a pledge of revenues through property taxes and are authorized by Town Meeting via a 2/3's vote. Bond Anticipation Notes (BANs) can be utilized prior to the permanent issuance of bonds and are included as part of the Town's 5.5% funding policy. The Town's credit was most recently reviewed in March, 2009 by Moody's and the Town was able to maintain its Aaa rating. Among the reasons stated by Moody's for the Aaa rating were "[W]hile near term fiscal operations will be pressured by reductions in state aid, declining local receipts and ongoing expenditure demands, Moody's expects Brookline's well managed financial position to remain healthy given the town's proactive and conservative budgeting strategies" and "Moody's expects Brookline's below average 0.6% net direct debt burden to remain affordable due to conservative debt policies, above-average rate of amortization (84.2% within 10 years), significant school construction assistance, and steady but manageable future borrowing plans."

Chapter 44, Section 10 limits the authorized indebtedness to 5% of the Town's equalized valuation (EQV). The Town's most recent EQV, approved by the State as of 1/1/2008, is \$15.56 billion. Therefore, the Town's debt limit is \$778 million. Obviously, the Town has no plans to come near this limit. In fact, the Town's CIP Financing Policies would not allow outstanding debt to reach that level, as a number of measurement variables would not be met.

Debt can further be broken into "exempt debt" and "non-exempt debt". Exempt debt is paid for outside of the property tax levy limit of Proposition 2 1/2. Stated another way, it is paid for with taxes raised outside of the property tax limit. In order to have exempt debt, a Debt Exclusion Override is required, and that can only be approved by the local electorate. Non-Exempt debt, or "within-levy debt", must be raised and paid for within the property tax levy. In Brookline, two projects are funded with exempt debt: the High School Renovation (\$43.8 million) and the New Lincoln School (\$13 million).

Debt is issued on behalf of the Water and Sewer Enterprise Fund and the Golf Course Enterprise Fund. The tax levy does not fund any enterprise fund debt. The table on the following page breaks out outstanding debt by fund, with exempt and non-exempt debt of the General Fund separated, for each of the past six years. Looking at FY09, this shows that the Town's total outstanding debt was \$98 million, of which \$39.2 million (40%) was owed by either the State (\$24.1 million) or enterprise funds (\$15.1 million), leaving \$58.7 million of outstanding debt.

**OUTSTANDING DEBT**

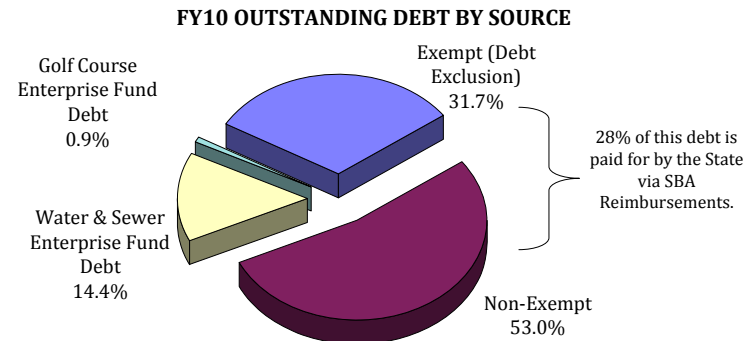
DESCRIPTION	FY04	FY05	FY06	FY07	FY08	FY09
<b>Total General Fund Outstanding Debt</b>	<b>81,517,732</b>	<b>85,508,601</b>	<b>85,262,645</b>	<b>79,792,568</b>	<b>82,984,105</b>	<b>82,876,289</b>
a.) Exempt (Debt Exclusion) <sup>1</sup>	44,155,268	41,859,857	39,492,216	37,054,223	34,553,585	31,966,160
b.) Non-Exempt	37,362,464	43,648,744	45,770,429	42,738,345	48,430,520	50,910,129
Minus State (SBA) Reimbursed Debt <sup>2</sup>	33,595,750	31,865,180	29,991,458	28,077,028	26,128,742	24,129,458
<b>Net General Fund Outstanding Debt</b>	<b>47,921,982</b>	<b>53,643,421</b>	<b>55,271,187</b>	<b>51,715,540</b>	<b>56,855,363</b>	<b>58,746,831</b>
 Water & Sewer Enterprise Fund Outstanding Debt	 17,536,416	 15,573,545	 18,233,854	 16,526,895	 14,892,054	 14,215,027
Golf Course Enterprise Fund Outstanding Debt	1,326,287	1,167,202	1,012,262	1,008,710	1,032,428	883,684
<b>Enterprise Fund Outstanding Debt</b>	<b>18,862,703</b>	<b>16,740,747</b>	<b>19,246,116</b>	<b>17,535,605</b>	<b>15,924,482</b>	<b>15,098,711</b>
<b>TOTAL Outstanding Debt</b>	<b>100,380,435</b>	<b>102,249,348</b>	<b>104,508,761</b>	<b>97,328,173</b>	<b>98,908,587</b>	<b>97,975,000</b>

<sup>1</sup> The Lincoln School and High School projects were financed via a Debt Exclusion.

<sup>2</sup> The following school projects are being reimbursed by the State: Lincoln, Heath, High School, and Baker.

The graph to the right depicts the FY10 figures. As it shows, 53% of the Town's debt is covered within the levy while 32% is covered outside the levy via Debt Exclusion Overrides. The remaining 15% is covered by enterprise fund revenues. The graph also notes how the State covers 28% (\$22.1 million) of the General Fund debt.

The projected level of outstanding debt based upon the Proposed CIP is shown in the table below. Also, there is a graph on page VII-21 that shows both a history and a projection of outstanding debt.



**OUTSTANDING DEBT (PROJECTED)**

DESCRIPTION	FY10	FY11	FY12	FY13	FY14	FY15	FY16
<b>Total General Fund Outstanding Debt</b>	<b>78,249,547</b>	<b>81,655,298</b>	<b>85,070,309</b>	<b>79,534,663</b>	<b>75,258,062</b>	<b>88,741,755</b>	<b>95,357,447</b>
a.) Exempt (Debt Exclusion) <sup>1</sup>	29,284,685	26,506,963	23,706,500	20,835,000	18,315,000	15,655,000	12,850,000
b.) Non-Exempt	48,964,862	55,148,335	61,363,809	58,699,663	56,943,062	73,086,755	82,507,447
Minus State (SBA) Reimbursed Debt <sup>2</sup>	22,078,758	19,972,597	17,855,615	15,695,300	13,752,450	11,727,250	9,793,550
<b>Net General Fund Outstanding Debt</b>	<b>56,170,789</b>	<b>61,682,700</b>	<b>67,214,694</b>	<b>63,839,363</b>	<b>61,505,612</b>	<b>77,014,505</b>	<b>85,563,897</b>
 Water & Sewer Enterprise Fund Outstanding Debt	 13,297,953	 12,289,702	 12,390,191	 11,604,074	 10,605,477	 10,160,114	 8,064,752
Golf Course Enterprise Fund Outstanding Debt	860,000	707,500	585,000	462,500	345,000	247,500	150,000
<b>Enterprise Fund Outstanding Debt</b>	<b>14,157,953</b>	<b>12,997,202</b>	<b>12,975,191</b>	<b>12,066,574</b>	<b>10,950,477</b>	<b>10,407,614</b>	<b>8,214,752</b>
<b>TOTAL Outstanding Debt</b>	<b>92,407,500</b>	<b>94,652,500</b>	<b>98,045,500</b>	<b>91,601,237</b>	<b>86,208,539</b>	<b>99,149,369</b>	<b>103,572,199</b>

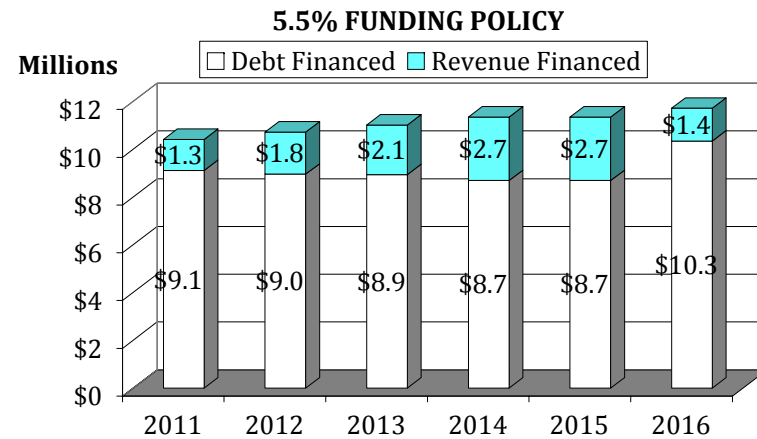
<sup>1</sup> The Lincoln School and High School projects were financed via a Debt Exclusion.

<sup>2</sup> The following school projects are being reimbursed by the State: Lincoln, Heath, High School, and Baker.

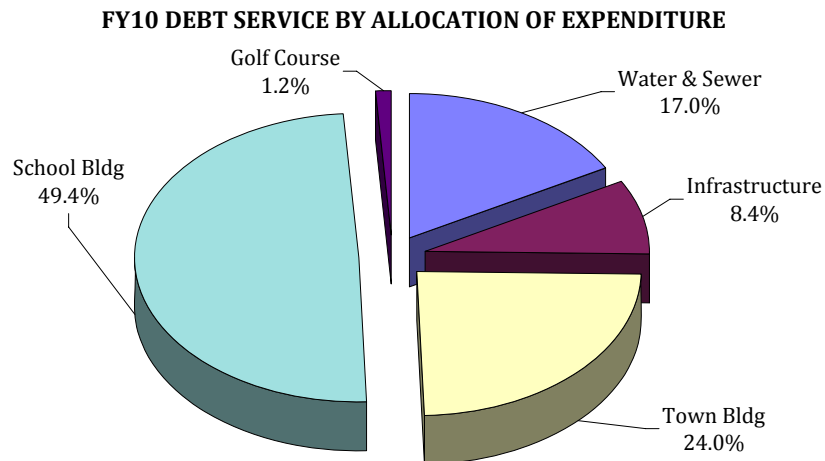
Once debt is incurred, an amount must be set aside annually to fund the principal and interest payments, known as Debt Service. As previously noted, if debt is used in an imprudent and / or poorly constructed manner, it can have a negative impact on the Operating Budget. This is because of debt service: debt service takes away funding that would otherwise be available for other areas of the Operating Budget. If decision makers are not made aware of the impact debt service has on the Operating Budget (via long-range forecasting), then the authorization of debt is being made in a vacuum. Governmental bodies can cripple their finances if bonds are authorized and issued without a full understanding of the impact they have on the overall finances of the entity.

In Brookline, both the Long Range Financial Plan and the planning process for the CIP clearly show decision makers the impact debt service has on the Operating Budget. Since the Town's CIP Financing Policies set a limit on the overall amount of debt that can be issued -- basically the 5.5% policy plus the other debt management variables that are to be measured -- the impact on the Operating Budget is both known and within an expected range.

The graph to the right illustrates how the Town's 5.5% policy works. In each year, the amount available for the CIP is 5.5% of the prior year's net revenue. This amount represents the total impact on the Operating Budget. For FY11, \$10.4 million is dedicated to the CIP (\$9.1 million for net debt service and \$1.3 million for pay-as-you-go), and, therefore, unavailable for the operating budget. The graph also shows the balance between pay-as-you-go CIP and debt-financed CIP: as debt service increases, pay-as-you go capacity decreases, and vice versa.



The graph below breaks out existing debt service by allocation of expenditure (e.g., school buildings, water and sewer, etc.). As it shows, close to one-half of all debt service is for school buildings.



**TOWN OF BROOKLINE  
FY2011 PROGRAM BUDGET**

**CAPITAL IMPROVEMENTS PROGRAM**

As was previously mentioned, debt is issued on behalf of the Water and Sewer Enterprise Fund and the Golf Course Enterprise Fund. Those debt service costs are budgeted for within both enterprise funds and are covered by enterprise fund revenues. As a result, the tax levy does not fund any enterprise fund debt service. The table below breaks out debt service by fund, with exempt and non-exempt debt of the General Fund separated, for each of the past six years. Looking at FY10, it shows that the Town's total debt service was \$14.9 million, of which \$6 million (40%) was reimbursed by either the State (\$3.3 million) or enterprise funds (\$2.7 million), leaving \$8.9 million of debt service.

**DEBT SERVICE**

DESCRIPTION	FY05	FY06	FY07	FY08	FY09	FY10
Total General Fund Supported Debt Service	10,047,359	11,146,070	11,406,382	10,752,370	12,248,349	12,203,202
a.) Exempt (Debt Exclusion) <sup>1</sup>	4,507,187	4,479,537	4,445,657	4,399,750	4,372,943	4,347,320
b.) Non-Exempt	5,540,172	6,666,533	6,960,725	6,352,620	7,875,406	7,855,882
Minus State (SBA) Reimbursed Debt <sup>2</sup>	3,442,794	3,442,794	3,442,794	3,442,794	3,267,371	3,267,371
Net General Fund Debt Service	6,604,565	7,703,276	7,963,588	7,309,576	8,980,978	8,935,831
Water & Sewer Enterprise Fund Supported Debt Svc.	2,629,240	2,360,635	2,725,576	2,622,276	2,511,192	2,472,352
Golf Course Enterprise Fund Supported Debt Svc.	208,744	209,219	202,566	193,369	190,037	184,135
<b>Enterprise Fund Debt Service</b>	<b>2,837,984</b>	<b>2,569,855</b>	<b>2,928,142</b>	<b>2,815,645</b>	<b>2,701,229</b>	<b>2,656,487</b>
<b>TOTAL Debt Service</b>	<b>12,885,343</b>	<b>13,715,925</b>	<b>14,334,524</b>	<b>13,568,015</b>	<b>14,949,578</b>	<b>14,859,688</b>

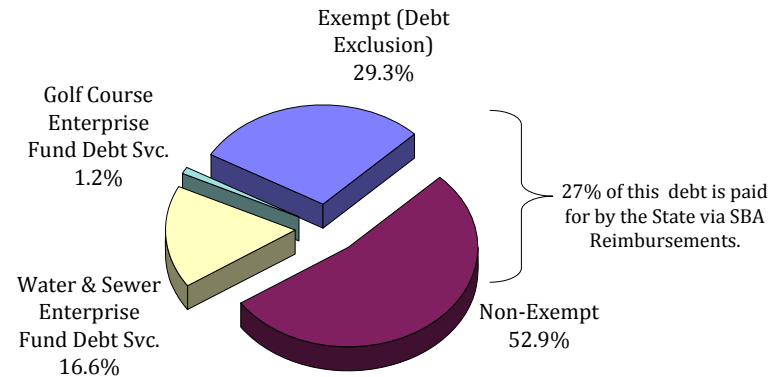
<sup>1</sup> The Lincoln School and High School projects were financed via a Debt Exclusion.

<sup>2</sup> The following school projects are being reimbursed by the State: Lincoln, Heath, High School, and Baker.

The graph to the right depicts the FY10 figures. As it shows, 53% of the Town's debt service is covered within the levy while 29% is covered outside the levy via Debt Exclusion Overrides. The remaining 18% is covered by enterprise fund revenues. The graph also notes how the State reimburses 27%, or \$3.3 million, of the General Fund debt service.

The projected level of debt service based upon the Proposed CIP is shown in the table below. Also, there is a graph on page VII-22 that shows both a history and a projection of debt service.

**FY10 DEBT SERVICE BY SOURCE**



**DEBT SERVICE (PROJECTED)**

DESCRIPTION	FY11	FY12	FY13	FY14	FY15	FY16
Total General Fund Supported Debt Service	11,952,861	13,375,131	13,147,441	12,628,088	12,365,477	14,002,739
a.) Exempt (Debt Exclusion) <sup>1</sup>	4,317,532	4,212,313	4,149,289	3,651,456	3,646,556	3,638,606
b.) Non-Exempt	7,635,328	9,162,817	8,998,152	8,976,631	8,718,921	10,364,133
Minus State (SBA) Reimbursed Debt <sup>2</sup>	3,267,371	3,267,371	2,626,862	2,626,862	2,626,862	2,626,863
Net General Fund Debt Service	8,685,490	10,107,760	10,520,579	10,001,226	9,738,615	11,375,876
Water & Sewer Enterprise Fund Supported Debt Svc.	2,538,312	2,402,727	2,628,714	2,651,882	2,433,563	2,564,529
Golf Course Enterprise Fund Supported Debt Svc.	184,135	148,362	143,702	133,871	109,196	105,202
<b>Enterprise Fund Debt Service</b>	<b>2,722,446</b>	<b>2,551,089</b>	<b>2,772,416</b>	<b>2,785,753</b>	<b>2,542,759</b>	<b>2,669,731</b>
<b>TOTAL Debt Service</b>	<b>14,675,307</b>	<b>15,926,220</b>	<b>15,919,857</b>	<b>15,413,840</b>	<b>14,908,236</b>	<b>16,672,470</b>

<sup>1</sup> The Lincoln School and High School projects were financed via a Debt Exclusion.

<sup>2</sup> The following school projects are being reimbursed by the State: Lincoln, Heath, High School, and Baker.

Great care has gone into the crafting of the Debt Management Plan for the FY11 - FY16 CIP and is detailed in the table on the following page. As mentioned at the beginning of this Section VII, this debt management plan results in the Town complying with all of its CIP Financing Policies, except for the fundamental policy of dedicating an amount equivalent to 5.5% of the prior year net revenue to the CIP: for FY11, the amount is set at 5.25% and increases to 5.5% in FY12. This follows the plan crafted as part of the FY10 budget, when the 5.5% funding level was reduced to 5% in an effort to reduce the level of cuts in the Operating Budget.

A common indicator used to measure debt service levels is comparing it to revenue, since it is those revenues that are needed to pay the principal and interest payments. For general funds, ratings agencies tend to consider ratios of between 5% - 10% as being prudent. The table on page VII-14 shows debt service as a percent of revenue for the General Fund, Water and Sewer Enterprise Fund, and the Golf Course Enterprise Fund.

**IMPACT ON OPERATING BUDGET**

The "Debt and Debt Service" section above details the impact of debt service on the Operating Budget. Another potential impact of a CIP on a community's Operating Budget is an increase or decrease in operating expenses. For example, adding another facility in the community will add costs for utilities and building maintenance. Conversely, undertaking energy conservation projects will help reduce costs in the Operating Budget. The proposed CIP contains a number of projects that will impact the Operating Budget, both positively and negatively. They are listed below:

- Craftsmen Garage Construction / Parks Facility Improvements— if a new garage were to be constructed, there would be additional maintenance and utility expenses associated with the building. Depending on what the feasibility study's recommendations are for improvements to the park facility, there could be a reduction in operating budget expenses (the current facility is inefficient in terms of energy consumption) or there could be an increase (if additional space is recommended, that space would have maintenance and utility expenses). The feasibility study is certain to take these issues into account.

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET				CAPITAL IMPROVEMENTS PROGRAM						
Project	Authorization	Bond Amt	Term	2011	2012	2013	2014	2015	2016	2017
Fisher Hill (previously authorized)	1,350,000	1,350,000	10	172,125	168,413	164,700	160,988	157,275	153,563	149,850
TH/Main Library Garages (previously authorized)	1,200,000	1,200,000	10	153,000	149,700	146,400	143,100	139,800	136,500	133,200
Runkle School (previously authorized)	17,580,000	1,600,000	10	202,125	199,600	195,200	190,800	186,400	182,000	177,600
Landfill Corr Action (previously authorized)	3,275,000	350,000	10		49,875	48,388	46,900	45,413	43,925	42,438
Fisher Hill (previously authorized)	1,350,000	350,000	10		49,875	48,388	46,900	45,413	43,925	42,438
Muddy River (previously authorized)	745,000	745,000	10		106,163	102,996	99,830	96,664	93,498	90,331
TH/Main Library Garages (seeking authorization)	950,000	950,000	10		135,375	131,338	127,300	123,263	119,225	115,188
Runkle School (previously authorized)	17,580,000	8,040,000	20		1,481,900	694,913	677,563	660,213	642,863	625,513
Carlton St. Footbridge (previously authorized)	1,400,000	1,400,000	10		199,500	193,550	187,600	181,650	175,700	169,750
Classroom Capacity (seeking authorization)	5,000,000	5,000,000	20			487,500	475,625	463,750	451,875	440,000
Runkle School (previously authorized)	17,580,000	8,040,000	20			783,900	764,805	745,710	726,615	707,520
UAB Roof/Chimney/Gutters & Downspouts (future authorization)	1,275,000	1,275,000	10				181,688	176,269	170,850	165,431
Waldstein Playground + Warren Field (future authorization)	1,600,000	1,600,000	10				228,000	221,200	214,400	207,600
Devotion School Feas. & Sch. Des. (future authorization)	750,000	750,000	10				106,875	103,688	100,500	97,313
Devotion School (future authorization)	33,000,000	3,000,000	15					335,000	326,000	317,000
Roof Repairs / Replacements (future authorization)	1,600,000	1,600,000	10					228,000	221,200	214,400
Ladder #2 (future authorization)	1,000,000	1,000,000	10						142,500	138,250
Devotion School (future authorization)	33,000,000	15,000,000	20						1,462,500	1,426,875
Baldwin School (future authorization)	1,780,000	1,780,000	10						253,650	246,085
Rear Landfill (future authorization)	4,500,000	4,500,000	20						438,750	428,063
Brookline Reservoir Park (future authorization)	1,400,000	1,400,000	10							199,500
Devotion School (future authorization)	33,000,000	15,000,000	20							1,462,500
<b>NEW GEN FUND DEBT SERVICE (cumulative)</b>				<b>527,250</b>	<b>2,540,400</b>	<b>2,997,272</b>	<b>3,437,973</b>	<b>3,909,706</b>	<b>6,100,038</b>	<b>7,596,843</b>
Wastewater (previously authorized)	5,500,000	1,000,000	10	145,000	140,500	136,000	131,500	127,000	122,500	118,000
Wastewater (previously authorized)	5,500,000	1,000,000	10		145,000	140,500	136,000	131,500	127,000	122,500
Wastewater (previously authorized)	5,500,000	1,000,000	10			145,000	140,500	136,000	131,500	127,000
Wastewater (previously authorized)	5,500,000	1,000,000	10				145,000	140,500	136,000	131,500
Wastewater (previously authorized)	5,500,000	1,124,000	10					162,989	157,931	152,873
Wastewater (future authorization)	3,000,000	1,500,000	10						217,500	210,750
Water Main Improvements (future authorization)	1,000,000	1,000,000	10			145,000	140,500	136,000	131,500	127,000
Golf Course (previously authorized)	2,840,000	125,000	15	13,958	13,583	13,208	12,833	12,458	12,083	11,708
<b>NEW ENTERPRISE FUND DEBT SERVICE (cumulative)</b>				<b>158,958</b>	<b>299,083</b>	<b>579,708</b>	<b>706,333</b>	<b>846,448</b>	<b>1,036,014</b>	<b>1,001,331</b>
<b>TOTAL NEW DEBT SERVICE (cumulative)</b>				<b>686,208</b>	<b>2,839,483</b>	<b>3,576,980</b>	<b>4,144,306</b>	<b>4,756,153</b>	<b>7,136,053</b>	<b>8,598,174</b>



TOWN OF BROOKLINE FY2011 PROGRAM BUDGET				CAPITAL IMPROVEMENTS PROGRAM					
DEBT SERVICE AS A PERCENTAGE OF REVENUE									
DESCRIPTION	FY08 (Act.)	FY09 (Act.)	FY10 (Bud.)	FY11 (Proj.)	FY12 (Proj.)	FY13 (Proj.)	FY14 (Proj.)	FY15 (Proj.)	FY16 (Proj.)
Total General Fund Supported Debt Service	10,752,370	12,248,349	11,913,802	11,852,861	13,231,443	13,009,553	12,496,000	12,239,190	13,882,252
a.) Exempt (Debt Exclusion) <sup>1</sup>	4,399,750	4,372,943	4,347,320	4,317,532	4,212,313	4,149,289	3,651,456	3,646,556	3,638,606
b.) Non-Exempt	6,352,620	7,875,406	7,566,482	7,535,328	9,019,130	8,860,264	8,844,544	8,592,634	10,243,646
Minus SBA Reimbursements	3,442,794	3,267,372	3,267,371	3,267,371	3,267,371	2,626,862	2,626,862	2,626,862	2,626,861
Net General Fund Debt Service	7,309,576	8,980,977	8,646,431	8,585,490	9,964,072	10,382,691	9,869,138	9,612,328	11,255,391
Water & Sewer Enterprise Fund Supported Debt Svc.	2,622,276	2,511,192	2,472,352	2,538,312	2,402,727	2,556,214	2,581,632	2,365,563	2,498,779
Golf Course Enterprise Fund Supported Debt Svc.	193,369	190,037	184,484	184,135	148,362	143,702	133,871	109,196	105,202
TOTAL Debt Service	13,568,015	14,949,578	14,570,638	14,575,307	15,782,532	15,709,469	15,211,503	14,713,948	16,486,233
General Fund Revenue	189,738,706	198,229,185	204,081,593	202,976,939	207,800,737	213,939,335	219,803,139	226,631,157	233,184,374
General Fund Revenue Without SBA Reimbursement	186,295,912	194,961,813	200,814,222	199,709,568	204,533,366	211,312,473	217,176,277	224,004,295	230,557,513
Water & Sewer Enterprise Fund Revenue	22,537,785	22,958,486	23,953,372	24,511,340	25,402,882	26,684,284	27,625,478	28,501,227	29,832,539
Golf Course Enterprise Fund Revenue	1,253,066	1,197,302	1,266,200	1,251,200	1,261,200	1,271,200	1,281,200	1,291,200	1,301,200
TOTAL Revenue of Funds Supporting Debt Svc.	213,529,557	222,384,973	229,301,165	228,739,479	234,464,819	241,894,819	248,709,817	256,423,584	264,318,113
General Fund Debt Service as a % of General Fund Revenue	5.7%	6.2%	5.8%	5.8%	6.4%	6.1%	5.7%	5.4%	6.0%
Net General Fund Debt Service as a % of General Fund Revenue <sup>2</sup>	3.9%	4.6%	4.3%	4.3%	4.9%	4.9%	4.5%	4.3%	4.9%
Water & Sewer Enterprise Fund Debt Service as a % of Revenue	11.6%	10.9%	10.3%	10.4%	9.5%	9.6%	9.3%	8.3%	8.4%
Golf Course Enterprise Fund Debt Service as a % of Revenue	15.4%	15.9%	14.6%	14.7%	11.8%	11.3%	10.4%	8.5%	8.1%
TOTAL Debt Service as a % of Total Rev. Supporting Debt Svc.	6.4%	6.7%	6.4%	6.4%	6.7%	6.5%	6.1%	5.7%	6.2%

<sup>1</sup> The Lincoln School and High School projects were financed via a Debt Exclusion.

<sup>2</sup> Excludes both the debt service (expense) reimbursed by the State for school projects and the reimbursement from the State (revenue).

### IMPACT ON OPERATING BUDGET (con't.)

- Technology Applications – these projects undertaken by the Information Technology Department (ITD) are focused on improving efficiencies in numerous departments. While it is difficult to put a dollar figure on savings, past applications have proven to yield savings in the Operating Budget.
- Wireless Master (Fire) Boxes – moving to a wireless network of fire boxes will reduce operating expenses in the DPW budget, as the resources required to maintain wireless system are significantly less than those required to manage a below-ground wireless system.
- Coolidge Corner Library Rear Windows – these nine large panels of glass windows in the rear of the building date from the original construction in 1970. The glass is not insulated and is loose in a number of areas. New windows are certain to help reduce energy consumption.
- Streetlight Replacement - ARRA Funds – these funds are going toward the conversion of streetlights to LEDs, which will reduce energy consumption.



- Parking Meter System Replacement – this initiative holds great promise for operating budget relief, ranging from additional revenues to fewer resources required to manage and maintain the parking meter system.
- Fisher Hill Reservoir Acquisition / Conversion to Active and Passive Recreation – this project calls for the Town to purchase this property and develop it for park and recreation purposes with the intent of incorporating an athletic field, parking, tree lined walking paths, naturalistic buffers, native woodlands, and restoration of the gatehouse. The FY09 Override provided additional funds in the DPW budget to care for the new 10-acre recreation site.
- Town / School Energy Management Systems and Energy Conservation - these on-going items are meant to yield savings in the operating budget. With large increases in utility costs over the past few years, it is imperative that monies be invested to decrease energy consumption in buildings. Programs would include, but are not limited to, lighting retrofit and controls, energy efficient motors, insulation, and temperature equipment. This program would augment existing gas and electric utility conservation programs. Monies would also go toward more efficient heating and cooling equipment.
- Town / School Emergency Generator Replacement, Elevator Replacement, Roof Replacement, and Masonry Repairs- these items represent an approach to systematically replace various core facility needs that only become more expensive to maintain if not replaced in a timely manner. In terms of Masonry Repairs, they will help eliminate the need for larger expenditures that might arise if the masonry on buildings is allowed to deteriorate.
- Baldwin School HVAC / Windows – the heating system at the Baldwin School is over 70 years old and many pipes are failing due to age. The monies for this project would replace the piping and HVAC system and convert the system to forced hot water. This would allow for better control, more even temperatures, zoning, and energy savings. In addition, there will be less spent on fixing the system. The building also has its original windows, which are wooden, single pane, and leak air. This project would replace those windows with energy efficient, thermal pane style windows.
- Devotion School Renovation – new electrical and HVAC systems and new windows will be more efficient. In addition, there will be less spent on fixing the system.
- Runkle School Renovation – since the building square footage will be nearly doubling, energy and maintenance costs will increase.
- Classroom Capacity – if square footage is increased in one or more schools to help offset the continued enrollment growth at the Kindergarten level, there will be additional utility and maintenance costs.

### **RECOMMENDED PROJECTS**

The following pages contain the FY11 - FY16 CIP as proposed by project. Commencing on page VII-23 is a project description for each project.

**TOWN OF BROOKLINE  
FY2011 PROGRAM BUDGET**

**CAPITAL IMPROVEMENTS PROGRAM**

TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2011 - FY2016																
REVENUE CODES:								CATEGORY CODES (CC):								
A = Property Tax/Free Cash/Overlay Surplus		D = Golf Budget		G = Utility Bond		J = Re-Approp. of Funds		1 = New Facility Construction		4 = Infrastructure						
B = General Fund Bond		E = Golf Bond		H = CDBG				2 = Facility Renovation / Repair		5 = Vehicles						
C = State / Federal Aid		F = Utility Budget		I = Other				3 = Parks/Open Space/Playgrounds		6 = Miscellaneous						
CC		Total	Prior Year (FY10)	2011		2012		2013		2014		2015		2016		Future Years
	<b><u>GENERAL GOVERNMENT</u></b>															
2	Senior Ctr Recarpeting	95,000				95,000	A									
		850,000		850,000	A											
2	Parking Garage (Town Hall & Pierce Sch) Rep.	2,150,000	1,200,000	950,000	B											
2	Craftsmen Garage Constr/Parks Facil Improv	-				NA										
6	Public Bldg Furnishings & Equipment	75,000						25,000	A			25,000	A			25,000 A
2	Reservior Buildings	75,000	75,000													
6	Technology Applications	2,114,000	239,000	250,000	A	250,000	A	275,000	A	275,000	A	275,000	A	275,000	A	275,000 A
	General Government Total	5,359,000	1,514,000	2,050,000		345,000		300,000		275,000		300,000		275,000		300,000
	<b><u>PLANNING &amp; COMMUNITY DEVEL</u></b>															
4	Village Square Circulation Improv. - CD	2,250,000				2,250,000	H									
4	Village Square Circulation Improv. - Other	750,000				750,000	I									
4	Gateway West (Chestnut Hill) District Plan	75,000														75,000 A
4	Cypress Village Zoning Analysis	50,000														50,000 A
4	Riverway Park Pedestrian/Bike Path - Fed	600,000								600,000	C					
4	Riverway Park Pedestrian/Bike Path - Town	80,000						80,000	A							
	Planning & Community Development Total	3,805,000	-	-		3,000,000		80,000		600,000		-		-		125,000
	<b><u>PUBLIC SAFETY</u></b>															
5	Fire Apparatus Rehab	895,000	350,000			50,000	A	150,000	A	160,000	A			185,000	A	
5	New Quint (Ladder/Pumper combo)	1,000,000	1,000,000													
5	Ladder #2 Replacement	1,000,000										1,000,000	B			
5	Rescue/Special Operations Truck	150,000		150,000	A											
2	Master Boxes - Wireless	300,000				300,000	A									
	Public Safety Total	3,345,000	1,350,000	150,000		350,000		150,000		160,000		1,000,000		185,000		-

**TOWN OF BROOKLINE  
FY2011 PROGRAM BUDGET**

**CAPITAL IMPROVEMENTS PROGRAM**

TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2011 - FY2016																
REVENUE CODES:								CATEGORY CODES (CC):								
A = Property Tax/Free Cash/Overlay Surplus				D = Golf Budget				G = Utility Bond				J = Re-Approp. of Funds				
B = General Fund Bond				E = Golf Bond				H = CDBG				1 = New Facility Construction				
C = State / Federal Aid				F = Utility Budget				I = Other				4 = Infrastructure				
												5 = Vehicles				
												6 = Miscellaneous				
CC		Total	Prior Year (FY10)	2011	2012	2013	2014	2015	2016	Future Years						
	<b><u>LIBRARY</u></b>															
2	Coolidge Corner - Elevator / Rear Windows	355,000					220,000	A	135,000	A						
2	Library Interior Painting / Facelift	200,000			100,000	A									100,000	A
2	Main Library Front Entrance	50,000		50,000	A											
	Library Total	605,000	-	50,000	100,000	-	220,000		135,000	-					100,000	
	<b><u>PUBLIC WORKS:</u></b>															
	<b><u>Transportation</u></b>															
4	Traffic Calming / Safety Improvements	500,000	100,000	100,000	A	50,000	A	50,000	A	50,000	A	50,000	A	50,000	A	A
4	Bicycle Access Improvements	25,000		25,000	A											
4	Dean / Chestnut Hill Ave Signal	315,000				35,000	A								280,000	A
4	Cypress / High Traffic Signal Study	30,000				30,000	A									
	Public Works - Transportation Sub-Total	870,000	100,000	125,000	50,000	115,000	50,000	50,000	50,000	50,000					330,000	
	<b><u>Engineering/Highway</u></b>															
4	Street Rehab - Town	12,960,000	1,720,000	1,740,000	A	1,750,000	A	1,470,000	A	1,510,000	A	1,550,000	A	1,590,000	A	1,630,000
4	Street Rehab - State	5,596,416	699,552	699,552	C	699,552	C	699,552	C	699,552	C	699,552	C	699,552	C	699,552
4	Sidewalk Repair	2,237,000	256,000	262,000	A	269,000	A	276,000	A	283,000	A	290,000	A	297,000	A	304,000
4	Path Reconstruction	120,000		120,000	A											
4	Streetlight Repair/Replacement Program	250,000		50,000	A	50,000	A	50,000	A	50,000	A					
4	Streetlight Repair/Repl. Program-ARRA Funds	145,000	145,000													
4	Parking Meter System Replacement	1,460,000	60,000	1,400,000	A											
4	Newton St. Steel Guardrail Repl.	35,000		35,000	A											
4	Parking Lot Rehab.	450,000	120,000			45,000	A	85,000	A					200,000		
4	Newton St. Landfill - Rear Landfill Closure	4,500,000								4,500,000	B					
4	Newton St. Landfill - Corrective Action (Town)	3,275,000	3,275,000													
4	Newton St. Landfill - Corrective Action (State)	1,000,000	1,000,000													
2	Municipal Service Ctr Floor	150,000				150,000	A									
4	Lincoln School/Kennard House Parking Area Rep	250,000		250,000	A											
	Public Works - Engineering/Highway Sub-Total	32,428,416	7,275,552	4,556,552	2,813,552	2,730,552	2,542,552	7,089,552	2,786,552	2,633,552						
	<b><u>Water / Sewer</u></b>															
4	Singletree Tank Exterior Rehab.	275,000				275,000	F									
4	Water Dept. Garage - Roof Repl.	255,000						255,000	F							
4	Storm Drain Improvements	500,000			500,000	G										
4	Wastewater System Improvements	3,000,000						3,000,000	G							
4	Water Main Improvements	1,000,000			1,000,000	G										
	Public Works - Water / Sewer Sub-Total	5,030,000	-	-	1,500,000	275,000	3,255,000	-	-	-						

**TOWN OF BROOKLINE  
FY2011 PROGRAM BUDGET**

**CAPITAL IMPROVEMENTS PROGRAM**

TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2011 - FY2016																
REVENUE CODES:					CATEGORY CODES (CC):											
A = Property Tax/Free Cash/Overlay Surplus		D = Golf Budget	G = Utility Bond	J = Re-Approp. of Funds	1 = New Facility Construction				4 = Infrastructure							
B = General Fund Bond		E = Golf Bond	H = CDBG		2 = Facility Renovation / Repair				5 = Vehicles							
C = State / Federal Aid		F = Utility Budget	I = Other		3 = Parks/Open Space/Playgrounds				6 = Miscellaneous							
CC		Total	Prior Year (FY10)	2011		2012		2013		2014		2015		2016		Future Years
	<b><u>Parks and Playgrounds</u></b>															
3	Billy Ward Playground	660,000						60,000	A	600,000	A					
3	Brookline Ave Playground	835,000								60,000	A	775,000	A			
3	Brookline Reservoir Park	1,400,000												1,400,000	B	
3	Clark Playground	510,000										40,000	A			470,000 A
3	Corey Hill Playground	570,000										40,000	A			530,000 A
3	Fisher Hill - Acquisition, Design & Field	3,250,000								3,250,000	I					
3	Harry Downes Field & Playground	825,000												75,000	A	750,000
3	Larz Anderson Park	1,100,000						100,000	A			250,000	A			750,000 A
3	Pierce Playground	850,000														850,000 A
3	Riverway Park	425,000														425,000 A
3	Schick Playground	750,000														750,000 A
3	Soule Athletic Fields	560,000								60,000	A	500,000	A			
3	Waldstein Playground	880,000			80,000	A	800,000	B								
3	Warren Field / Playground	860,000			60,000	A	800,000	B								
3	Carlton St. Footbridge - Muddy River Project	1,400,000	1,400,000													
3	Parks/Playgrounds Rehab/Upgrade	2,360,000	260,000	270,000	A	280,000	A	290,000	A	300,000	A	310,000	A	320,000	A	330,000 A
3	Town/School Ground Rehab.	1,135,000	120,000	130,000	A	135,000	A	140,000	A	145,000	A	150,000	A	155,000	A	160,000 A
3	Tennis Courts / Basketball Courts	350,000						100,000	A	150,000	A					100,000 A
2	Comfort Stations	200,000						50,000	A	50,000	A			50,000	A	50,000 A
	Public Works - Parks and Playground Sub-Total	18,920,000	1,780,000	400,000		555,000		2,340,000		4,615,000		2,065,000		2,000,000		5,165,000
	<b><u>Conservation/Open Space</u></b>															
3	Tree Removal/Repl - Town	1,340,000	150,000	155,000	A	160,000	A	165,000	A	170,000	A	175,000	A	180,000	A	185,000 A
3	Old Burial Ground	350,000						250,000	A							100,000 A
3	Walnut Hills Cemetery	200,000		200,000	I											
	Public Works - Conser /Open Space Sub-Total	1,890,000	150,000	355,000		160,000		415,000		170,000		175,000		180,000		285,000
	Public Works Total	59,138,416	9,305,552	5,436,552		5,078,552		5,875,552		10,632,552		9,379,552		5,016,552		8,413,552
	<b><u>RECREATION</u></b>															
2	Tappan St. Gym Enhancements	30,000						30,000	A	NA						
2	Swimming Pool - Shower Renov./Pool Repointing	550,000														550,000 A
2	Waldstein Building	115,000								115,000	A					
	Recreation Total	695,000	-	-		-		30,000		115,000		-		-		550,000

**TOWN OF BROOKLINE  
FY2011 PROGRAM BUDGET**

**CAPITAL IMPROVEMENTS PROGRAM**

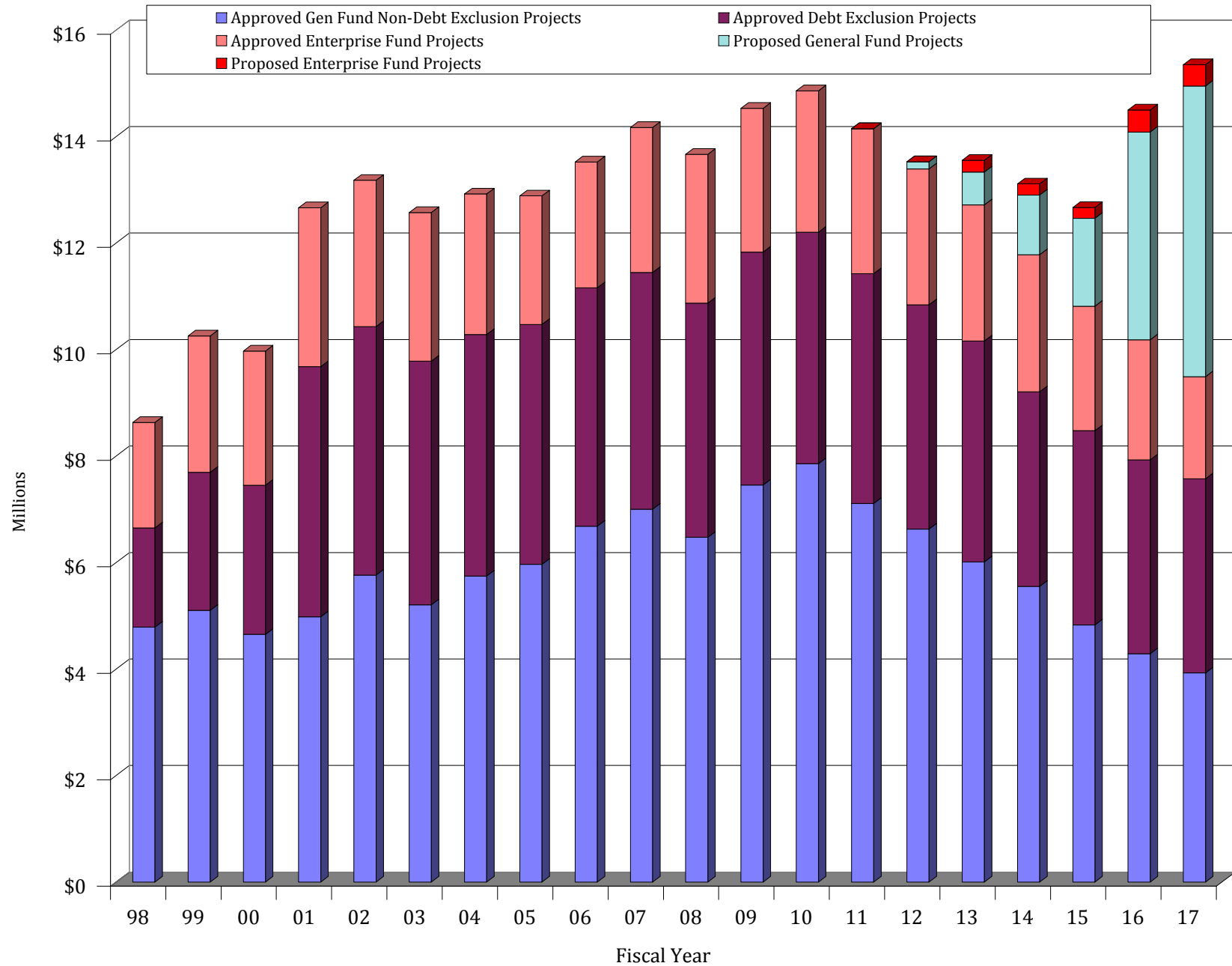
TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2011 - FY2016																
REVENUE CODES:								CATEGORY CODES (CC):								
A = Property Tax/Free Cash/Overlay Surplus      D = Golf Budget      G = Utility Bond      J = Re-Approp. of Funds								1 = New Facility Construction      4 = Infrastructure								
B = General Fund Bond      E = Golf Bond      H = CDBG								2 = Facility Renovation / Repair      5 = Vehicles								
C = State / Federal Aid      F = Utility Budget      I = Other								3 = Parks/Open Space/Playgrounds      6 = Miscellaneous								
CC		Total	Prior Year (FY10)	2011		2012		2013		2014		2015		2016		Future Years
	<b>SCHOOL</b>															
6	Furniture Upgrades	200,000	25,000	25,000	A	25,000	A	25,000	A	25,000	A	25,000	A	25,000	A	
2	Town/School Asbestos Removal	495,000	50,000	55,000	A	60,000	A	60,000	A	65,000	A	65,000	A	70,000	A	
2	Town/School ADA Renovations	495,000	50,000	55,000	A	60,000	A	60,000	A	65,000	A	65,000	A	70,000	A	
2	Town/School Bldg Masonry Rep/Chimney Liners	2,250,000				250,000	A		A	500,000	A	500,000	A	500,000	A	
2	Town/School Building Security / Life Safety	650,000	100,000	100,000	A			150,000	A	150,000	A	150,000	A			
2	Town/School Elevator Renov. Program	1,650,000						275,000	A	300,000	A	325,000	A	350,000	A	
2	Town/School Emer Generator Repl	625,000				125,000	A	125,000	A	125,000	A	125,000	A	125,000	A	
2	Town/School Energy Conservation Projects	1,055,572	105,572	100,000	A	125,000	A	150,000	A	175,000	A	200,000	A			
2	Town/School Energy Cons. Proj.-ARRA Funds	143,000	143,000													
2	Town/School Energy Management System	300,000	100,000					200,000	A							
2	Town/School Roof Repair/Repl. Program	3,050,000	625,000	300,000	A					1,600,000	B			525,000	A	
2	High School - Campus Ventilation (Cooling)	125,000						125,000	A							
2	High School - Stage & Dance Studio	80,000						80,000	A							
2	High School Quad	525,000						25,000	A			500,000	A			
2	UAB - Roof&Chimney/Pointing/Gutters & Downsp.	1,430,000				130,000	A	1,300,000	B							
2	Baldwin-Boiler/HVAC/Elec./Elev./Windows/ADA	1,950,000								170,000	A	1,780,000	B			
2	Devotion Rehab. - Town Share (60%)	33,750,000								750,000	B	33,000,000	B			
2	Devotion Rehab. - State Share (40%)	22,500,000								500,000	C	22,000,000	C			
2	Runkle Rehab. - Town Share	17,420,000	17,420,000													
2	Runkle Rehab. - State Share	11,680,000	11,680,000													
2	Runkle School - Sch Facil Fund Match	120,000						120,000	A							
2	Old Lincoln Surface Structural Repairs	100,000		100,000	A	NA										
2	Pierce - Renov. Aud./ Elec. Distrib. Upgrade	1,100,000	75,000			750,000	A	25,000	A	250,000	A					
2	Classroom Capacity	5,400,000	400,000			5,000,000	B									
	<b>School Total</b>	<b>107,093,572</b>	<b>30,773,572</b>	<b>735,000</b>		<b>6,525,000</b>		<b>2,720,000</b>		<b>4,675,000</b>		<b>58,735,000</b>		<b>1,665,000</b>		<b>1,265,000</b>
	<b>GRAND TOTAL</b>	<b>180,040,988</b>	<b>42,943,124</b>	<b>8,421,552</b>		<b>15,398,552</b>		<b>9,155,552</b>		<b>16,677,552</b>		<b>69,549,552</b>		<b>7,141,552</b>		<b>10,753,552</b>

**TOWN OF BROOKLINE  
FY2011 PROGRAM BUDGET**

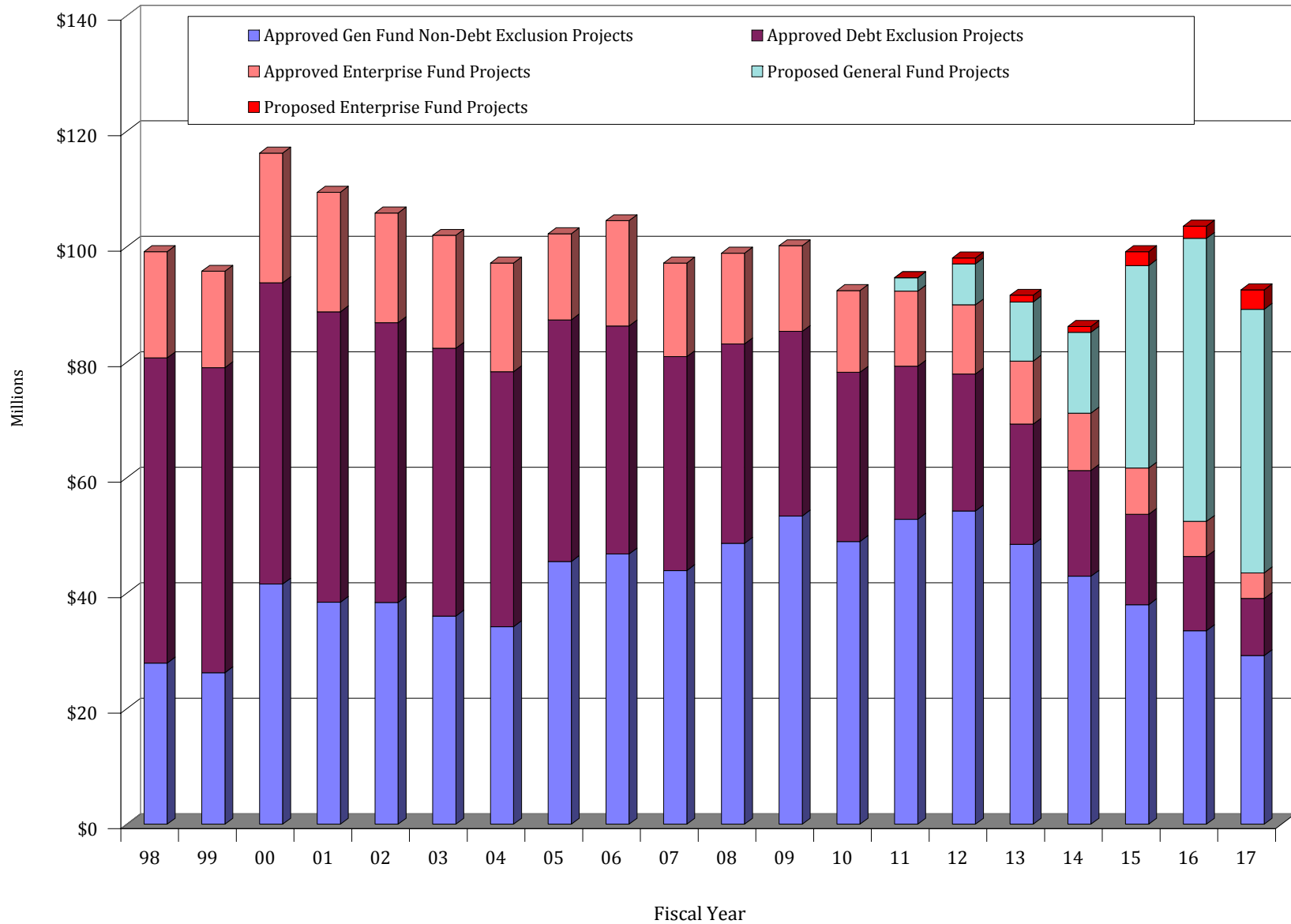
**CAPITAL IMPROVEMENTS PROGRAM**

TOWN OF BROOKLINE CAPITAL IMPROVEMENT PROGRAM: FY2011 - FY2016																	
REVENUE CODES:				CATEGORY CODES (CC):													
A = Property Tax/Free Cash/Overlay Surplus		D = Golf Budget	G = Utility Bond	J = Re-Approp. of Funds		1 = New Facility Construction				4 = Infrastructure							
B = General Fund Bond		E = Golf Bond	H = CDBG	2 = Facility Renovation / Repair				5 = Vehicles									
C = State / Federal Aid		F = Utility Budget	I = Other	3 = Parks/Open Space/Playgrounds				6 = Miscellaneous									
CC		Total	Prior Year (FY10)	2011		2012		2013		2014		2015		2016		Future Years	
	<b>GRAND TOTAL BY SOURCE</b>																
	A = Property Tax / Free Cash / Overlay Surplus	49,891,572	5,150,572	6,572,000	78%	5,199,000	34%	5,281,000	58%	6,023,000	36%	6,570,000	9%	5,042,000	71%	10,054,000	93%
	B = General Fund Bond	76,175,000	23,295,000	950,000	11%	5,000,000	32%	2,900,000	32%	2,350,000	14%	40,280,000	58%	1,400,000	20%	-	0%
	C = State / Federal Grants	41,664,416	13,667,552	699,552	8%	699,552	5%	699,552	8%	1,799,552	11%	22,699,552	33%	699,552	10%	699,552	7%
	D = Golf Budget	-	-	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
	E = Golf Bond	-	-	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
	F = Utility Budget	530,000	-	-	0%	-	0%	275,000	3%	255,000	2%	-	0%	-	0%	-	0%
	G = Utility Bond	4,500,000	-	-	0%	1,500,000	10%	-	0%	3,000,000	18%	-	0%	-	0%	-	0%
	H = CDBG	2,250,000	-	-	0%	2,250,000	15%	-	0%	-	0%	-	0%	-	0%	-	0%
	I = Other	4,200,000	-	200,000	2%	750,000	5%	-	0%	3,250,000	19%	-	0%	-	0%	-	0%
	J = Re-Approp. of Existing Funds	830,000	830,000	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
	Grand Total	180,040,988	42,943,124	8,421,552		15,398,552		9,155,552		16,677,552		69,549,552		7,141,552		10,753,552	
	<b>GRAND TOTAL BY ALLOCATION</b>																
	General Government	5,359,000	1,514,000	2,050,000	24%	345,000	2%	300,000	3%	275,000	2%	300,000	0%	275,000	4%	300,000	3%
	Planning and Community Development	3,805,000	-	-	0%	3,000,000	19%	80,000	1%	600,000	4%	-	0%	-	0%	125,000	1%
	Public Safety	3,345,000	1,350,000	150,000	2%	350,000	2%	150,000	2%	160,000	1%	1,000,000	1%	185,000	3%	-	0%
	Library	605,000	-	50,000	1%	100,000	1%	-	0%	220,000	1%	135,000	0%	-	0%	100,000	1%
	DPW - Transportation	870,000	100,000	125,000	1%	50,000	0%	115,000	1%	50,000	0%	50,000	0%	50,000	1%	330,000	3%
	Engineering/Highway	32,428,416	7,275,552	4,556,552	54%	2,813,552	18%	2,730,552	30%	2,542,552	15%	7,089,552	10%	2,786,552	39%	2,633,552	24%
	Water / Sewer	5,030,000	-	-	0%	1,500,000	10%	275,000	3%	3,255,000	20%	-	0%	-	0%	-	0%
	Parks & Playgrounds	18,920,000	1,780,000	400,000	5%	555,000	4%	2,340,000	26%	4,615,000	28%	2,065,000	3%	2,000,000	28%	5,165,000	48%
	Conservation/Open Space	1,890,000	150,000	355,000	4%	160,000	1%	415,000	5%	170,000	1%	175,000	0%	180,000	3%	285,000	3%
	Recreation	695,000	-	-	0%	-	0%	30,000	0%	115,000	1%	-	0%	-	0%	550,000	5%
	Public Schools	107,093,572	30,773,572	735,000	9%	6,525,000	42%	2,720,000	30%	4,675,000	28%	58,735,000	84%	1,665,000	23%	1,265,000	12%
	Grand Total	180,040,988	42,943,124	8,421,552		15,398,552		9,155,552		16,677,552		69,549,552		7,141,552		10,753,552	
	<b>GRAND TOTAL BY CATEGORY</b>																
1	New Facility Construction	-	-	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
2	Facility Renovation / Repair	112,013,572	32,023,572	2,560,000	30%	6,995,000	45%	2,925,000	32%	5,035,000	30%	58,845,000	85%	1,690,000	24%	1,940,000	18%
3	Parks / Open Space / Playgrounds	25,110,000	1,930,000	755,000	9%	715,000	5%	2,705,000	30%	4,735,000	28%	6,740,000	10%	2,130,000	30%	5,400,000	50%
4	Infrastructure	37,483,416	7,375,552	4,681,552	56%	7,363,552	48%	3,050,552	33%	6,447,552	39%	2,639,552	4%	2,836,552	40%	3,088,552	29%
5	Vehicles	3,045,000	1,350,000	150,000	2%	50,000	0%	150,000	2%	160,000	1%	1,000,000	1%	185,000	3%	-	0%
6	Miscellaneous	2,389,000	264,000	275,000	3%	275,000	2%	325,000	4%	300,000	2%	325,000	0%	300,000	4%	325,000	3%
	Grand Total	180,040,988	42,943,124	8,421,552		15,398,552		9,155,552		16,677,552		69,549,552		7,141,552		10,753,552	
	6-Year Total	126,344,312															

**DEBT SERVICE BASED ON EXISTING AUTHORIZATIONS AND PROJECTS IN FY11 - FY16 CIP**



**TOTAL OUTSTANDING DEBT (as of June 30 each year) BASED ON EXISTING AUTHORIZATIONS AND  
PROJECTS IN FY11 - FY16 CIP**





## FY 2011-2016 CIP PROJECT DESCRIPTIONS

NOTE: The figures included in this report are based on the best available cost estimates at the time of the development of the CIP and are subject to change due to revised estimates and bids.

### GENERAL GOVERNMENT

#### 1. SENIOR CENTER - RECARPETING

The Senior Center is an 18,000 square foot building that opened in February, 2001. The high attendance at the Center has resulted in wear and tear on the carpeting. It is soiled in certain areas and some of the seams are coming apart. The rugs have been cleaned on a regular basis in order to maintain them as long as possible, but, in spite of best efforts, they are showing their age. The cost estimate is \$95,000 for FY2012.

Estimated Cost: \$95,000

Time Schedule: FY 2012 -- \$95,000 Property Tax / Free Cash

#### 2. TOWN HALL / MAIN LIBRARY / PIERCE SCHOOL GARAGE REPAIRS

The outside amphitheatre of the Pierce School is deteriorating and in need of repair. Its current condition causes water to leak into the garages under the Pierce School and Town Hall and into the Main Library Garage. A study was undertaken to determine what structural damage had already occurred or might occur in the future because of the leaks. The study recommended a phased approach to the project. In FY10, \$1.2 million was authorized by Town Meeting. As explained to Town Meeting, additional funding is required to complete the project. In FY11, \$1.8 million is requested, bringing the total project cost to \$3 million.

Estimated Cost: \$3,000,000

Time Schedule: Prior Year -- \$1,200,000 General Fund Bond  
FY 2011 -- \$950,000 General Fund Bond  
FY 2011 -- \$850,000 Property Tax / Free Cash

#### 3. MAINTENANCE CRAFTSMEN GARAGE/PARKS FACILITY IMPROVEMENTS

A feasibility study was approved in FY09 to analyze the operational needs and siting opportunities for both the Building Department's maintenance craftsmen and the Parks and Open Space Division of DPW, and to consider renovation, expansion, or new construction at Larz

Anderson Park and alternate locations. Once the study is complete, a plan will be developed and recommended for funding in a future Capital Improvement Program.

Estimated Cost: \$NA

#### **4. PUBLIC BUILDINGS FURNISHINGS & EQUIPMENT**

The Public Building Furnishings and Equipment capital purchase is an on-going program to update and improve office furniture in Town offices. Funding is requested to replace office furniture / workstations in buildings outside of Town Hall due to reconfiguration, personnel changes, or general wear and tear.

Estimated Cost: \$75,000

Time Schedule: FY 2013 -- \$25,000 Property Tax / Free Cash  
FY 2015 -- \$25,000 Property Tax / Free Cash  
Future Years -- \$25,000 Property Tax / Free Cash

#### **5. RESERVOIR BUILDINGS**

At the Brookline Reservoir, there are three buildings: (1) the Reservoir Gatehouse, (2) a pumphouse, and (3) a transformer building. The pumphouse, which is a wooden structure that the Building Commissioner ordered demolished due to safety concerns, is being removed with funding approved by Town Meeting in FY10. The transformer building will also be removed as part of the project.

Estimated Cost: \$75,000

Time Schedule: Prior Year -- \$75,000 Property Tax / Free Cash

#### **6. TECHNOLOGY APPLICATIONS**

This annual appropriation is for funding the projects detailed in the Information Technology Department's Long-Term Strategic Plan, which serves as the framework for the selection and management of technology expenditures and is updated periodically by the Chief Information Officer (CIO). Moreover, additional projects that meet the short-term objectives set by the CIO and appropriate committees provide the guidance for the Town's approach to technology management. Primary focus areas for IT investments include Infrastructure lifecycle replacement, Enterprise Applications/Better Government initiatives, School Technology, and Public Safety enhancements. Special consideration is given to projects that reduce operating expenses and / or create efficiencies.

Estimated Cost: \$2,114,000

Time Schedule:

- Prior Year -- \$239,000 Property Tax / Free Cash
- FY 2011 -- \$250,000 Property Tax / Free Cash
- FY 2012 -- \$250,000 Property Tax / Free Cash
- FY 2013 -- \$275,000 Property Tax / Free Cash
- FY 2014 -- \$275,000 Property Tax / Free Cash
- FY 2015 -- \$275,000 Property Tax / Free Cash
- FY 2016 -- \$275,000 Property Tax / Free Cash
- Future Years -- \$275,000 Property Tax / Free Cash

## **PLANNING AND COMMUNITY DEVELOPMENT**

### **7. VILLAGE SQUARE CIRCULATION IMPROVEMENTS**

This project involves reconfiguration of the existing circulation system at Washington Street, Route 9, Walnut Street, High Street, and Pearl Street. The existing jughandle used to provide access to Washington Street from Route 9 eastbound would be removed and replaced with a new four-way intersection at Pearl Street. Signals would be relocated and upgraded and a new surface-level pedestrian crosswalk with walk signal would cross Route 9 just west of Pearl Street as part of a new four-way intersection, replacing the existing pedestrian bridge that crosses Route 9. This would be an ADA-compliant crossing. This solution was developed in response to Town Meeting opposition to repairing the existing pedestrian bridge, which would be removed as part of this project. In addition, lighting and landscaping improvements will be made in the area, improving the overall aesthetics of this portion of Route 9 and Brookline Village.

The funding for the project comes from two sources:

1. a \$2.25 million Section 108 loan allowed for under the CDBG Program
2. \$750,000 as part of the 1% of off-site improvements related to the re-development of the 2 Brookline Place site

Estimated Cost: \$3,000,000

Time Schedule:

- FY 2012 -- \$2,250,000 CDBG
- FY 2012 -- \$750,000 Other (1% Off-Site Improvements from 2 Brookline Place)

### **8. GATEWAY WEST (CHESTNUT HILL) DISTRICT PLAN**

The Brookline Comprehensive Plan recommended that the Town begin a series of district plans in Coolidge Corner, Brookline Village, and Chestnut Hill. It also recommended that the Town plan for growth and change along Route 9, particularly in the Village Square and Gateway

West (Chestnut Hill) areas. Planning for the Village Square project is currently under way. This project would involve the development of transportation, land use, zoning, and housing plan for the Chestnut Hill district.

Estimated Cost: \$75,000

Time Schedule: Future Years -- \$75,000 Property Tax / Free Cash

#### **9. CYPRESS VILLAGE ZONING ANALYSIS**

This project would involve a study of the land use and zoning on Route 9 from Cypress Street to Brookline Village. The purpose would be to evaluate the zoning of the area and whether it is adequate to implement the vision of the corridor outlined in the Town's Comprehensive Plan. The study would involve a public participation component, an economic feasibility component, and a legal component.

Estimated Cost: \$50,000

Time Schedule: Future Years -- \$50,000 Property Tax / Free Cash

#### **10. RIVERWAY PARK PEDESTRIAN / BICYCLE PATH IMPROVEMENTS**

There has been interest for years in a safer crossing for pedestrians and bicycles at Route 9 and the Riverway. Since the DPW completed the construction of a bike/pedestrian path in Olmsted Park, there has been increased use of this park by pedestrians and bicyclists. The path ends at the intersection with Washington Street with no means of crossing Washington Street except at the Brookline Avenue intersection. The Department of Conservation and Recreation (DCR) commissioned a study to look at viable methods of crossing Washington Street, both in Brookline and Boston.

The Gateway East Public Realm plan developed a preferred solution for this crossing, involving a widening of the median, reconfiguring existing traffic lanes, and a marked crossing. The federal transportation bill earmarked \$600,000 for construction of such an improvement. The \$80,000 in town funding is to design the plan that the federal funds will support.

Estimated Cost: \$680,000

Time Schedule: FY 2013 -- \$80,000 Property Tax / Free Cash  
FY 2014 -- \$600,000 Federal Grant

## **PUBLIC SAFETY**

### **11. FIRE APPARATUS REHAB**

The Town's policy is to replace all front line engines every 17 years and all front line ladder trucks every 20 years. While this replacement schedule serves the Town very well, funding needs to be appropriated every 10 years to rehab engines and every 12 years to rehab ladder trucks. The breakout of the proposed funding is as follows:

FY12: Reserve Engine #6 = \$50,000  
 FY13: Engine #6 (old Engine #5) = \$150,000  
 FY14: Engine #3 = \$160,000  
 FY16: Engine #1 = \$185,000

Estimated Cost: \$895,000

Time Schedule: Prior Year -- \$350,000 Property Tax / Free Cash  
 FY 2012 -- \$50,000 Property Tax / Free Cash  
 FY 2013 -- \$150,000 Property Tax / Free Cash  
 FY 2014 -- \$160,000 Property Tax / Free Cash  
 FY 2016 -- \$185,000 Property Tax / Free Cash

### **12. FIRE ENGINE (QUINT)**

The Fire Department currently has a pumper (Reserve Engine 5, a 1984 Mack) that is 26 years old and needs to be retired. The funding in FY10 allowed for the purchase of a "Quint" (combination pumper/ladder truck) to replace Engine 5 (a 2004 front line pumper). Engine 5 will be transferred to Station 6 to replace Engine 6 (a 2002 pumper). Engine 6 will become Reserve Engine 6 and will replace Reserve Engine 5, which will be retired.

Estimated Cost: \$1,000,000

Time Schedule: Prior Year -- \$730,000 Property Tax / Free Cash / Overlay Surplus  
 -- \$270,000 Re-Appropriation of Existing Funds

### **13. LADDER #2 REPLACEMENT**

The Town's policy is to replace front-line ladder trucks every 20 years. Ladder #2 will be 20 years old in FY15.

Estimated Cost: \$1,000,000

Time Schedule: FY 2015 -- \$1,000,000 General Fund Bond

#### **14. FIRE RESCUE/SPECIAL OPERATIONS TRUCK**

In 1985, Rescue #1 was placed into service as Ladder #2. When it was decided to replace Ladder #2, it was also decided to keep the cab and chassis and have it retrofitted with a rescue truck body to serve as Rescue #1. The truck is now 25 years old and needs to be replaced. Therefore, \$150,000 is requested.

Estimated Cost: \$150,000

Time Schedule: FY 2011 -- \$150,000 Property Tax / Free Cash

#### **15. MASTER BOX SYSTEM - WIRELESS**

The Efficiency Initiative Committee (EIC) recommended that the Town consider moving toward a wireless fire alarm system in buildings. Currently, these "master boxes", of which there are approximately 264, are tied into the call boxes located on sidewalks throughout town. Therefore, if the street-level call boxes are to be removed, which was also suggested by the EIC as a savings measure, then the existing master box system must be upgraded to a wireless system. If approved, the end result would be a town-wide wireless master box system with no street-level call boxes, thereby eliminating the need for maintaining an underground cable system.

If this initiative were authorized, it would result in private buildings (of the 264 master boxes, approximately 214 are located in private buildings) having to outlay approximately \$6,000 to purchase the equipment and have it installed. For town and school buildings, the same would occur, costing approximately \$300,000 for 50 boxes.

Estimated Cost: \$300,000

Time Schedule: FY 2012 -- \$300,000 Property Tax / Free Cash

### **LIBRARY**

#### **16. COOLIDGE CORNER LIBRARY - ELEVATOR (ADA) / REAR WINDOWS**

The Coolidge Corner Library is presently only fully accessible at the front main entrance. On the lower level in the rear is a meeting room and toilets, and this room is not handicap accessible from the upper level; the only access is through a rear door. In order to make the

library fully accessible, a lift is proposed to be installed at the rear of the library, which would allow access directly below. This situation has been under review for a couple of years and there has been extensive architectural and structural reviews of proposed locations along with different types of lifts.

The proposed plan is to build a structure to house a permanent lift outside, which is estimated to cost \$220,000. By installing the lift on the exterior of the existing building, the library can remain in operation during the construction and the library will avoid having to discard a significant number of books due to the loss of space caused by the new equipment and resulting ADA code restrictions. These funds are planned for FY14.

There are nine large panels of glass windows in the rear of the building dating from the original construction in 1970. The glass is not insulated and is loose in a number of areas. All the glass will be replaced with operable windows that can be locked for security purposes. The \$135,000 in FY15 is for plans and specs (\$15,000) and the windows (\$120,000).

Estimated Cost: \$355,000

Time Schedule: FY 2014 -- \$20,000 Property Tax / Free Cash (Elevator Design)  
FY 2014 -- \$200,000 Property Tax / Free Cash (Elevator)  
FY 2015 -- \$15,000 Property Tax / Free Cash (Windows Design)  
FY 2015 -- \$120,000 Property Tax / Free Cash (Windows)

#### **17. LIBRARY INTERIOR FACELIFT/PAINTING AND REPAIRS**

This project will allow for repairs to the heavy traffic areas of all three libraries. It will provide for the painting of the interior of the libraries every 6-7 years; the replacement of carpeting and other flooring and ceiling tiles, as needed; and the ability to make minor electrical repairs and lighting upgrades. Each library would be done in sections to avoid having to close each facility.

Estimated Cost: \$200,000

Time Schedule: FY 2012 -- \$100,000 Property Tax / Free Cash  
Future Years -- \$100,000 Property Tax / Free Cash

#### **18. MAIN LIBRARY FRONT ENTRANCE**

The front entrance of the Main Library was renovated and made accessible as part of the major renovation of the building five years ago. However, it is now leaking water into the lower part of the Main Library, especially during heavy rains or snow. This is causing damage to the walls and carpet and could eventually cause damage to books and other materials as well. On-going repairs have been done over the last few years with limited success. The plan is to remove the terrace area in front of the main entrance to the Library and install a new

waterproof membrane/system and replace the stone. \$110,000 was approved in FY09 for this project and an additional \$50,000 is now being requested at the suggestion of the design firm and the Building Department.

Estimated Cost: \$50,000

Time Schedule: FY 2011 -- \$50,000 Property Tax / Free Cash

## TRANSPORTATION

### 19. TRAFFIC CALMING / SAFETY IMPROVEMENTS

This funding will be used to implement approved traffic calming/safety improvement projects that have been evaluated and designed by the Transportation Division of DPW using the Traffic Calming Policy as a guide. Projects are approved by the Transportation Board before they are implemented. Anticipated projects for FY11, with estimates, are as follows:

Carlton Street - crosswalks, sidewalk ramps and signage (\$20,000)

Welland Road - Speed humps and signage (\$20,000)

Pond Avenue/High Street - Bulbouts, crosswalks and ramps (\$60,000)

Estimated Cost: \$500,000

Time Schedule: Prior Year -- \$100,000 Property Tax / Free Cash  
 FY 2011 -- \$100,000 Property Tax / Free Cash  
 FY 2012 -- \$50,000 Property Tax / Free Cash  
 FY 2013 -- \$50,000 Property Tax / Free Cash  
 FY 2014 -- \$50,000 Property Tax / Free Cash  
 FY 2015 -- \$50,000 Property Tax / Free Cash  
 FY 2016 -- \$50,000 Property Tax / Free Cash  
 Future Years -- \$50,000 Property Tax / Free Cash

### 20. BICYCLE ACCESS IMPROVEMENTS

In concert with a request from the Cottage Farm neighborhood for vehicular and pedestrian safety improvements, the Transportation Division of DPW also looked at incorporating a project from the bicycle committee master plan that identified a desire for bicycle



improvements from the Longwood Medical Area to the Charles River/Cambridge. As such, a plan was developed and approved by the Transportation Board that added signage, lane delineations, and pavement markings on Carlton Street and Chapel Street from Longwood Avenue to Mountfort Street.

Estimated Cost: \$25,000

Time Schedule: FY 2011 -- \$25,000 Property Tax / Free Cash

#### **21. DEAN/CHESTNUT HILL AVE TRAFFIC SIGNAL UPGRADE**

The traffic signal at the intersection of Dean Road and Chestnut Hill Avenue is the last of the older electronic traffic signal that needs to be upgraded. The \$35,000 in FY13 is for design while the \$280,000 in future years is for the signal upgrades.

Estimated Cost: \$315,000

Time Schedule: FY 2013 -- \$35,000 Property Tax / Free Cash  
Future Years -- \$280,000 Property Tax / Free Cash

#### **22. CYPRESS/HIGH ST. TRAFFIC SIGNAL STUDY**

The traffic signal at Cypress and High Street is a flashing yellow and red signal that is controlled by an electro-mechanical controller. This funding will be used to determine if this intersection requires a complete traffic control signal and, if not, what improvements should be made to this existing signal.

Estimated Cost: \$30,000

Time Schedule: FY 2013 -- \$30,000 Property Tax / Free Cash

### **ENGINEERING/HIGHWAY**

#### **23. STREET REHABILITATION - TOWN**

In 1992, the Department of Public Works (DPW) undertook a comprehensive study of its roads and implemented a pavement management system. The system was designed to bring Town-owned streets to a sufficient level of repair such that the roads could be maintained without undertaking costly full reconstruction. From 1992 to 1997, the Town made some progress in this regard, but funding was inconsistent. Starting in 1997, the Town began allocating \$1 million per year to streets, in addition to Chapter 90 funding from the State.

The Override Study Committee (OSC), which undertook their study in CY07-08, determined that the Town had underfunded road and sidewalk maintenance and construction. Its analysis showed that while funding for road construction activities remained level, construction costs increased approximately 35% between 1997 and 2007, reducing the amount of work that could be completed each year. Had the funding levels for roads been increased each year, the level of funding at that time would have been \$1.35 million.

The OSC's report also explained how the pavement management system included a strategy that each of the roads reconstructed beginning in 1992 should begin receiving maintenance expenditures by the beginning of the 7th year of the program. However, this maintenance (estimated to cost approximately \$150,000 per year) was not performed. The result was that the prior road investments began to deteriorate in 1999 and were not revisited for 8 years. The OSC recommended addressing this shortfall by investing an additional \$1.2 million over a multi-year period for "catch-up" work.

Based on the recommendations of the OSC, the 2008 Override, which was ultimately approved by the voters, included \$750,000 for streets and sidewalks. Of the FY09 override amount, \$580,000 was appropriated for streets, with \$300,000 addressing the underfunding caused by level-funding and \$280,000 for the "catch-up". In FY11, the base appropriation is recommended at \$1.32 million (the original \$1 million base, plus the \$300,000 added in FY09 adjusted for two years of 2.5% increases). In addition, \$420,000 is included for the "catch-up". By FY13, the "catch-up" funding goes away and the appropriation base is set at \$1.47 million. It then continues to be increased annually by 2.5%.

Estimated Cost: \$12,960,000

Time Schedule:

- Prior Year -- \$1,720,000 Property Tax / Free Cash
- FY 2011 -- \$1,740,000 Property Tax / Free Cash
- FY 2012 -- \$1,750,000 Property Tax / Free Cash
- FY 2013 -- \$1,470,000 Property Tax / Free Cash
- FY 2014 -- \$1,510,000 Property Tax / Free Cash
- FY 2015 -- \$1,550,000 Property Tax / Free Cash
- FY 2016 -- \$1,590,000 Property Tax / Free Cash
- Future Years -- \$1,630,000 Property Tax / Free Cash

#### **24. STREET REHABILITATION – STATE**

The State provides monies under its Chapter 90 program for the maintenance of certain streets. About 1/3 of Brookline's streets are eligible for 100% State reimbursement. The State approved a three-year \$450 million Chapter 90 program as part of the 2008 Transportation Bond Bill. These funds will come to the Town in FY09 – FY11.

Estimated Cost: \$5,596,416

Time Schedule:        Prior Year -- \$699,552 State Grant  
                             FY 2011 -- \$699,552 State Grant  
                             FY 2012 -- \$699,552 State Grant  
                             FY 2013 -- \$699,552 State Grant  
                             FY 2014 -- \$699,552 State Grant  
                             FY 2015 -- \$699,552 State Grant  
                             FY 2016 -- \$699,552 State Grant  
                             Future Years -- \$699,552 State Grant

## **25.     SIDEWALK REPAIR**

The Department of Public Works has prepared a sidewalk management program that prioritizes repairs. Some sidewalks are reconstructed as part of the street reconstruction program; those that are not are funded under this program. The Override Study Committee (OSC), which undertook their study in CY07-08, determined that the Town had underfunded road and sidewalk maintenance and construction. Based on the recommendations of the OSC, the 2008 Override, which was ultimately approved by the voters, included \$750,000 for streets and sidewalks. Of the FY09 override amount, \$50,000 was appropriated for sidewalks. In FY11, the base appropriation is recommended at \$262,000 (the original \$200,000 base, plus the \$50,000 added in FY09 adjusted for two years of 2.5% increases). It then continues to be increased annually by 2.5%.

Estimated Cost:        \$2,237,000

Time Schedule:        Prior Year -- \$256,000 Property Tax / Free Cash  
                             FY 2011 -- \$262,000 Property Tax / Free Cash  
                             FY 2012 -- \$269,000 Property Tax / Free Cash  
                             FY 2013 -- \$276,000 Property Tax / Free Cash  
                             FY 2014 -- \$283,000 Property Tax / Free Cash  
                             FY 2015 -- \$290,000 Property Tax / Free Cash  
                             FY 2016 -- \$297,000 Property Tax / Free Cash  
                             Future Years -- \$304,000 Property Tax / Free Cash

## **26.     PATH RECONSTRUCTION**

Gardner and Winchester Paths are in need of repair, as the concrete steps are chipped and cracked. The DPW has done preventive maintenance, but they are now in a condition where maintenance alone is not adequate. The existing stairs will be rehabilitated with the walks being removed and replaced and handrails will be repainted.

Estimated Cost: \$120,000

Time Schedule: FY 2011 -- \$120,000 Property Tax / Free Cash

## **27. STREETLIGHT REPAIR /REPLACEMENT PROGRAM**

It is anticipated that this funding will be used to install new decorative poles and lights on Harvard Street from Beacon Street to Stedman Street. The lights were purchased as part of the Reconstruction of Harvard Street (from Beacon Street to School Street) three years ago. Existing conditions plans for this section of Harvard Street have been completed. Design of the lighting system will be done during the winter of 2010/2011 with construction anticipated during the summer of 2011. In addition, poles that are structurally unstable or need new service feeds in the existing inventory will be replaced.

The \$145,000 in FY10 was from the American Recovery and Reinvestment Act (ARRA), the federal stimulus bill signed into law by President Obama. It is being used to undertake a pilot project to install LED's, a lighting technology that holds great promise for energy savings, in town streetlights.

Estimated Cost: \$395,000

Time Schedule: Prior Year -- \$145,000 Federal Grant (ARRA Funds)  
FY 2011 -- \$50,000 Property Tax / Free Cash  
FY 2012 -- \$50,000 Property Tax / Free Cash  
FY 2013 -- \$50,000 Property Tax / Free Cash  
FY 2014 -- \$50,000 Property Tax / Free Cash  
FY 2015 -- \$50,000 Property Tax / Free Cash

## **28. PARKING METER SYSTEM REPLACEMENT**

The Town currently owns approximately 2,500 parking meters that generate \$2.6 million annually. Not only are parking meters a significant revenue generator, but they are a major component of the Town's parking management system. With Brookline having urban characteristics in parts of town, managing parking and traffic flow is critical and parking meters play a major roll in that. Lastly, the ability of customers to find parking spaces is important to merchants and parking meters help turnover parking spaces.

Existing meters are now between 10-12 years old. Because of their age, they are more susceptible to breaking down and replacement parts are becoming harder to locate. In addition, the mechanisms inside the meter use out-dated technology, to the point that they cannot read the new parking cards that are being produced by manufacturers. (The existing meter cards are no longer being produced and their replacement is not compatible with the existing meter mechanisms.) As a result of these facts, all meters need to be replaced.

The goal of this meter system replacement project is to reduce meter down-time while introducing new, user-friendly meters. Reducing down-time increases revenue and allows parking meters to remain a successful piece of the Town's traffic / parking management system. Multi-space meters also improve aesthetics and make snow removal on sidewalks and in lots easier. Multi-space Wi-Fi enabled meters are currently being evaluated in two Town-owned lots. Initial results show a very positive experience: multiple pay options have improved convenience for users, the number of repairs made by DPW has been reduced, and revenue has increased.

The proposed funding in FY11 will allow the Town to fully implement its meter system replacement plan. In summary, all town lots and major roadways within commercial districts will be fitted with multi-space meters. All other single-space meters will remain, but their mechanisms will be updated. Taking this approach allows for the implementation of a priority of the Selectmen's Parking Committee: increasing parking rates in the lower-Beacon St. area, from St. Mary's St. to Hawes St., during the baseball season, thereby increasing revenue. In total, approximately 850 single-space meters will be replaced by approximately 100 multi-space meters. This will leave approximately 1,650 single space meters throughout town.

While this plan is more expensive up-front than simply replacing all single-space meters with new single-space meters, additional revenue and reduced maintenance costs make the plan as proposed more attractive financially over the longer-term. When added to the benefits of increased user-convenience, ability to implement variable rate parking schemes, improved aesthetics, and less maintenance expenses, placing multi-space meters in town-owned lots and along major roadways in commercial districts, as proposed, is the desired approach.

Estimated Cost: \$1,460,000

Time Schedule: Prior Year -- \$60,000 Re-Appropriation of Existing Funds  
FY 2011 -- \$1,400,000 Property Tax / Free Cash

## **29. NEWTON STREET STEEL GUARDRAIL REPLACEMENT**

The steel guardrail on Newton Street from Wolcott Road to the West Roxbury Parkway out-lived its useful life and has rusted to the point where it has become detached from its wooden supports. There is approximately 1,800 feet (the entire length) of guardrail that needs to be replaced along with 30 wooden posts.

Estimated Cost: \$35,000

Time Schedule: FY 2011 -- \$35,000 Property Tax / Free Cash

**30. PARKING LOT REHABILITATION**

This item is for the rehabilitation of five Town-owned parking lots: Babcock St. (\$80,000 in FY10), School St. (\$40,000 in FY10), Webster St. (\$45,000 in FY12), Fuller Street (\$85,000 in FY13), and Centre St. East (\$200,000 in FY16).

- The Babcock Street parking lot is need of repaving. This funding will be used to remove the existing pavement, regrade the sub-base, and repave the parking lot. The existing curb is in good condition for line and grade, as is the surrounding landscape.
- The School Street parking lot has received little attention in the past. It is need of new granite curbs, drainage improvements, repaving, pavement markings, and signage. In addition, the overgrown vegetation will be removed or cut back.
- The Webster Street parking lot pavement is in need of replacement. In addition, the granite curbing needs to be reset to bring it to proper alignment and grade. This lot has not had substantial maintenance in over 20 years.
- The Fuller Street parking lot is in need of repaving. This funding will be used to remove the existing pavement, regrade the sub-base, and repave the parking lot. The other features of the lot are in good condition and do not need any work.
- Lastly, since its construction in 1965, the Centre Street parking lot has not had any substantial maintenance work done. Repairs done to date have been more reactive and of the "band-aid" type. The rehabilitation work will consist of removing and resetting curbing, repaving, new signage, pavement line painting, replacing sidewalks, landscaping, and street light modifications.

Estimated Cost: \$450,000

Time Schedule: Prior Year -- \$120,000 Property Tax / Free Cash  
FY 2012 -- \$45,000 Property Tax / Free Cash  
FY 2013 -- \$85,000 Property Tax / Free Cash  
FY 2016 -- \$200,000 Property Tax / Free Cash

**31. NEWTON STREET LANDFILL - REAR LANDFILL CLOSURE**

The capping of the front landfill and the partial capping of the rear landfill is complete. \$4.5 million is the estimated cost to complete the capping of the rear landfill as well as the construction of the DPW operations area. Grading of the rear landfill will be modified to accommodate acceptance of soil contaminated with ash from the Martha's Lane, Kensington Circle and Arlington Road neighborhood.

Estimated Cost: \$4,500,000

Time Schedule: FY 2015 -- \$4,500,000 General Fund Bond

**32. NEWTON ST LANDFILL - CORRECTIVE ACTION**

As part of the on-going effort to close and cap the Town's landfills and develop a recreational field, state-mandated assessment and corrective actions have been required on properties surrounding the landfill. These actions relate to the removal of historically deposited ash-laden soils. In FY04 and FY05, a total of \$3 million was approved to undertake all actions required on certain properties along Newton St., Nelson Drive, and Hammond Pond Parkway. In FY07, \$2 million was approved for, in part, similar actions on properties along the other side of the landfill. In FY09, \$2.975 million was approved for expenses associated with the removal of certain soils and property restoration. All of these actions ensure on-going compliance with Department of Environmental Protection's Solid Waste Management regulations, 310 CMR 19.000, and Massachusetts Contingency Plan, 310 CMR 40.000, for properties along Martha's Lane, Kensington Circle, and Arlington Road. The \$4.275 million approved in FY10 was necessary to fund the required removal and restoration.

The Town worked very closely with its legislative delegation in the seeking of state assistance for this issue. Through the efforts of the Board of Selectmen, Chairman Smizik and Representative Rush, the Town secured line-item funding in the Environmental Bond Bill, of which \$1,000,000 was awarded to the Town as part of the Governor's FY10 Capital Investment Plan. This reduces the Town's costs to \$3.275 million.

Estimated Cost: \$4,275,000

Time Schedule: Prior Year -- \$3,275,000 General Fund Bond  
\$1,000,000 State Grant

**33. MUNICIPAL SERVICE CENTER FLOOR**

The floor at the Municipal Service Center (MSC) was repaired and sealed and has a warranty of seven years. The floor, due to its type of use and exposure to severe elements and chemicals (salt, fuels), must be resealed after a set number of years. This involves removal of the remaining sealants, shot blasting, floor prep, and reapplication of a new epoxy sealant. This work is required or the floor will fail prematurely and structural damage to the building would result.

With the move of the Parks and Open Space Division of DPW to the MSC during the Summer of 2009, there exists a potential alternative plan to spending tax dollars frequently for repairs to the floor. In FY09, \$40,000 was approved by Town Meeting for a study of space and facility needs of both the Parks and Open Space Division and the Building Department's maintenance craftsmen. Since the Parks and Open Space Division has moved to the MSC, the study will include an analysis of what, if anything, could be done at the MSC to address the Parks and Open Space Division's needs there, potentially freeing-up space at the Parks and Open Space Division's current location at Larz Anderson for the Building Department's needs. The outcome of the study will determine how to proceed with (1) the MSC floor, (2) Parks and Open Space Division space needs, and (3) Building Department space needs.

Estimated Cost: \$150,000

Time Schedule: FY 2013 -- \$150,000 Property Tax / Free Cash

**34. LINCOLN SCHOOL / KENNARD HOUSE PARKING AREA REPAIRS**

The brick retaining wall at the pedestrian stairway to the Kennard House, which houses the Brookline Music School, is need of replacement along with the stairway itself. In addition, there remains 120 feet of the brick wall on Walnut Street that was not replaced as part of the last project.

Estimated Cost: \$250,000

Time Schedule: FY 2011 -- \$250,000 Property Tax / Free Cash

## **WATER/SEWER**

**35. SINGLETREE TANK EXTERIOR REHAB**

The water distribution system provides storage and operating reserves through the Singletree Hill water storage tank. Scheduled maintenance requires that the interior of the steel tank be reconditioned every 10 to 15 years and the exterior be painted every 10 years. The interior was completely renovated in 2008 while the exterior was last completed in 2003. These funds will provide for the complete rehabilitation of the exterior surfaces of the tank.

Estimated Cost: \$275,000

Time Schedule: FY 2013 -- \$25,000 Water and Sewer Enterprise Fund Budget (Design)  
FY 2013 -- \$250,000 Water and Sewer Enterprise Fund Budget (Rehab)

**36. WATER DEPARTMENT GARAGE - ROOF REPLACEMENT**

In 2008, the Town conducted a study in order to develop a long-term roof repair and replacement schedule. The plan is complete and includes the Water Department facility on Netherlands Road in FY2014.

Estimated Cost: \$255,000

Time Schedule: FY 2014 -- \$255,000 Water and Sewer Enterprise Fund Budget



**37. STORM DRAIN IMPROVEMENTS**

Recent studies have indicated that there is storm water entering the Town's sanitary sewer system through public connections (i.e., catch basins, site drains) and private connections (i.e., sump pumps, roof drains, yard drains, etc.). Recently, the Town completed two projects that separated combined sewers by installing a separate storm drain where there was none, and reconnecting the catch basins and other drain connections. Funding for this project will be used to further this type of work by investigating, identifying, designing, and constructing measures to correct the problem where drain pipes are connected to the sanitary sewer (inflow). This project will also provide funding for the investigation, remediation, and rehabilitation of storm drain systems to remove potential sanitary sewer connections and to improve system capacity and discharge water quality. This program will have three major benefits: 1.) increasing the capacity of the sanitary sewers and storm drains, 2.) decreasing the amount of storm water the Town is paying to have treated at the Deer Island treatment plant, and 3.) improving discharge water quality.

Estimated Cost: \$500,000

Time Schedule: FY 2012 -- \$500,000 Water and Sewer Enterprise Fund Bond

**38. WASTEWATER SYSTEM IMPROVEMENTS**

This on-going project provides funding for the rehabilitation of the wastewater collection system (sanitary sewer) based on the recommendations of the Wastewater Master Plan completed in 1999. Construction projects to correct sewer system deficiencies have been identified and categorized as: 1) structural improvements, 2) sewer and storm drain separation, 3) infiltration reduction, 4) hydraulic capacity restoration, and 5) cleaning and television inspection to identify areas for further investigation and/or maintenance. Projects are designed, grouped, and constructed with the overall goals of eliminating sewerage backups into homes and businesses, preventing costly system failures, lowering MWRA wholesale costs by reducing extraneous flows, and making more efficient use of annual operating funds. Funding for this project should enable completion of the currently identified system deficiencies.

Estimated Cost: \$3,000,000

Time Schedule: FY 2014 -- \$3,000,000 Water and Sewer Enterprise Fund Bond

**39. WATER MAIN IMPROVEMENTS**

In 2005, a comprehensive evaluation and hydraulic analysis of the water distribution system was completed to determine the effectiveness of the completed Water Main Cleaning & Lining Program. The report has recommended additional improvements to the system to reinforce capacity for fire flows. This project will provide for the design and construction of improvements to both the Low Service and High Service water systems.

Estimated Cost: \$1,000,000

Time Schedule: FY 2012 -- \$1,000,000 Water and Sewer Enterprise Fund Bond

## **PARKS/PLAYGROUNDS**

### **40. BILLY WARD PLAYGROUND**

Billy Ward Playground is in need of renovation, including new play equipment for tots and older children, new perimeter fencing, improved accessibility, repairs to the existing retaining wall, the rehabilitation of pathways and stairs, landscape improvements to both the Brook Street and Aspinwall entrances, and the rehabilitation of the planted seating area. The \$60,000 in FY13 is for design services to revisit layout, grading, accessibility, safety, and functionality of the park. Funding for the restoration work is planned for FY14 (\$600,000).

Estimated Cost: \$660,000

Time Schedule: FY 2013 -- \$60,000 Property Tax / Free Cash (Design)  
FY 2014 -- \$600,000 Property Tax / Free Cash (Construction)

### **41. BROOKLINE AVENUE PLAYGROUND**

Brookline Avenue Playground is a four-acre park located in North Brookline. The playground equipment, located behind the Lynch Center, is in need of complete replacement in addition to new safety surfacing and accessibility improvements. This project also includes renovation of the athletic field that serves soccer, football, youth baseball, and softball. In FY14 \$60,000 is scheduled for design while \$775,000 is scheduled for construction in FY15.

Estimated Cost: \$835,000

Time Schedule: FY 2014 -- \$60,000 Property Tax / Free Cash (Design)  
FY 2015 -- \$775,000 Property Tax / Free Cash (Construction)

### **42. BROOKLINE RESERVOIR PARK**

Brookline Reservoir Park has a jogging/walking track that circles the reservoir and is in need of repair, including expansion for both accessibility and safety by the gatehouse. In addition, a significant portion of the stone basin wall within the reservoir is in need of

repointing, regrouting, replacement of stones, and will precede renovations that will include masonry, fencing, new path surfacing and ADA entry points, site furniture and planting.

Estimated Cost: \$1,400,000

Time Schedule: FY 2016 -- \$1,400,000 General Fund Bond

#### **43. CLARK PLAYGROUND**

Clark playground is multi-use active playground on Cypress Street that includes a lawn area, play equipment, picnic area, spray pool, and a basketball court. The funding allocated for this capital project is intended to redesign and renovate the walkways, circulation, park furniture, play equipment, water fountains, site drainage, lighting, turf, and basketball court. The renovation will focus on compliance with safety and accessibility requirements. The \$40,000 in FY15 is for design while the \$470,000 in Future Years (FY17) is for the work.

Estimated Cost: \$510,000

Time Schedule: FY 2015 -- \$40,000 Property Tax / Free Cash (Design)  
Future Years -- \$470,000 Property Tax / Free Cash (Construction)

#### **44. COREY HILL PLAYGROUND**

Corey Hill Park is located at the crest of Summit Avenue. The southern parcel contains an active play equipment area and lawn and the northern parcel contains an attractive overlook of Boston, lawn area, sundial, and seating. The playground is in need of complete replacement including site regrading and accessibility improvements. This project will replace all playstructures at the site and review the layout and design of the active playground portion of the park. Site masonry work, benches, walkways, planting, and other site amenities will be included with this renovation. The \$40,000 in FY15 is for design while the \$530,000 in Future Years (FY17) is for construction.

Estimated Cost: \$570,000

Time Schedule: FY 2015 -- \$40,000 Property Tax / Free Cash (Design)  
Future Years -- \$530,000 Property Tax / Free Cash (Construction)

#### **45. FISHER HILL ACQUISITION, DESIGN & CONSTRUCTION**

The former MWRA Fisher Hill Reservoir is a 10-acre site that was declared surplus property by the State. The site consists of an above ground reservoir, a historic gatehouse, native and invasive vegetation, dramatic topography, and a perimeter fence. The property is presumed to be protected under Article 97 as parkland, recreational space, and open space. A Master Planning Committee established by

the Board of Selectmen made the recommendation that the Town purchase this property and develop it for park and recreation purposes, with the intent of incorporating an athletic field, parking, tree lined walking paths, naturalistic buffers, native woodlands, and restoration of the gatehouse. A Design Review Committee was established to work on the conceptual design and budget for the park development project.

The first phase of development will enable the Town to purchase the site and to make it safe and accessible to the public. In May, 2007, Town Meeting authorized a \$1.35 million bond for the first phase. The second phase will encompass the construction of a new athletic field and park. It is estimated to cost \$3.25 million and will be funded by proceeds from the development of the Town-owned reservoir property directly across the street.

Estimated Cost: \$3,250,000

Time Schedule: FY 2014 -- \$3,250,000 Other (Sale of Town-owned land)

#### **46. HARRY DOWNES FIELD & PLAYGROUND**

While the oval and track at Harry Downes Field were renovated in 2006, the play area, softball field and comfort station/storage space are in need of renovation. This budget item is intended for funds to create a design and plans for the replacement of play equipment, installation of a water play/spray pool amenity, renovation of the softball field, and construction of an improved comfort station/field house. The \$75,000 in FY16 is for design while the \$750,000 in future years is for construction.

Estimated Cost: \$825,000

Time Schedule: FY 2016 -- \$75,000 Property Tax / Free Cash (Design)  
Future Years -- \$750,000 Property Tax / Free Cash (Construction)

#### **47. LARZ ANDERSON PARK**

Larz Anderson Park is in need of replacement of the entire roadway through the park from Newton Street to Avon Street. The FY13 request will complete this designated work by renovating the main roadway and installing support drainage structures. Pedestrian pathways through the park are also in need of repair/replacement. The FY15 request is for the rehabilitation of the Temple of Love and Fountain. The Park and Recreation Commission and public are continuing the Master Planning process looking at the historic structures, walls, buildings, circulation, landscaping, lagoon, and sections of the park still in need of preservation and restoration.

Estimated Cost: \$1,100,000

Time Schedule: FY 2013 -- \$100,000 Property Tax / Free Cash

FY 2015 -- \$250,000 Property Tax / Free Cash  
Future Years -- \$750,000 Property Tax / Free Cash

**48. PIERCE PLAYGROUND**

Pierce Playground is in need of a full renovation that will include drainage improvements, play equipment for both younger children and school aged children, upgraded utilities, site furniture, rehabilitated field and repair to pathways, masonry and fencing.

Estimated Cost: \$850,000

Time Schedule: Future Years -- \$850,000 Property Tax / Free Cash

**49. RIVERWAY PARK**

This is a continuing project of the Olmsted Park/Riverway Improvements program. Prior appropriations included preparation of plans for Riverway Park. This appropriation is for the actual work, including reconstruction of the riverbanks that have eroded in some places by as much as 10 feet, replacement of failing or hazard trees, edge planting, lawn restoration, rebuilding the path system, and re-grading to prevent future erosion. The project was originally anticipated to be implemented in FY2003; however, with the Brookline/Boston/Commonwealth of Massachusetts/US Army Corps of Engineers joint restoration of the Muddy River, this phase of restoration will be coordinated with the overall flood mitigation, environmental quality, and historic preservation work that is currently being designed and permitted.

Estimated Cost: \$425,000

Time Schedule: Future Years -- \$425,000 Property Tax / Free Cash

**50. SCHICK PLAYGROUND**

Schick Park is in need of a full site renovation to meet new safety and accessibility requirements. Renovations will include new play equipment for older and younger children, repointing the stone walls, repair of the wooden picnic shelter, fencing, paving and site furniture. There is \$50,000 in future years for design and \$700,000 for construction.

Estimated Cost: \$750,000

Time Schedule: Future Years -- \$750,000 Property Tax / Free Cash

**51. SOULE ATHLETIC FIELDS**

Both athletic fields at the Soule Recreation Center are in need of complete renovation. Funds will provide for design and construction for increased capacity and improvements to parking areas, pathway connections, linkage between the Baldwin School and the Soule site, storm drainage improvements, and the construction of new athletic fields. The \$60,000 in FY14 is for design while the \$500,000 in FY15 is for construction.

Estimated Cost: \$560,000

Time Schedule: FY 2014 -- \$60,000 Property Tax / Free Cash (Design)  
FY 2015 -- \$500,000 Property Tax / Free Cash (Construction)

**52. WALDSTEIN PLAYGROUND RENOVATION**

Waldstein Playground is located close to Beacon Street on Dean Road. It is a large community playground with tennis, basketball, playing field, and playground facilities and large perimeter shade trees. The park play equipment has wooden components that are in need of replacement. The project will replace all children's play equipment, two large banks of swings, and sandplay, in addition to renovation of the spray pool area, drinking fountains, field, and pathways. The \$80,000 in FY12 is for design while the \$800,000 in FY13 is for the work.

Estimated Cost: \$880,000

Time Schedule: FY 2012 -- \$80,000 Property Tax / Free Cash (Design)  
FY 2013 -- \$800,000 General Fund Bond (Construction)

**53. WARREN FIELD / PLAYGROUND**

Warren Field (Eliot Playground) includes nearly 11 acres of active recreational amenities such as baseball and little league fields, soccer fields, basketball and tennis courts, and numerous playground structures for a variety of age groups. This funding is intended to allow for the design and development of park improvements, new installation of playground equipment for toddlers and older children, signage, tree pruning, planting, field restoration, new backstop and players benches, trash receptacles, pathways, and lighting. The \$60,000 in FY12 is for design while the \$800,000 in FY13 is for construction.

Estimated Cost: \$860,000

Time Schedule: FY 2012 -- \$60,000 Property Tax / Free Cash (Design)  
FY 2013 -- \$800,000 General Fund Bond (Construction)

**54. CARLTON ST. FOOTBRIDGE – MUDDY RIVER RESTORATION PROJECT**

On June 30, 2009 the Board executed a Memorandum of Understanding (MOU) with the Commonwealth of Massachusetts and the City of Boston relative to the financial commitments to the Muddy River Restoration Project by each of the parties. This MOU updated and more specifically delineated those commitments that were initially only generally outlined in the original 1999 MOU. The State Executive Office of Energy and Environmental Affairs insisted specifically that this schedule include timely Town Meeting action for the reconstruction of the Carlton Street Footbridge that would legally constitute an “enforceable commitment” on the part of the Town for funding the Footbridge project to the extent that funding sources external to the Town (i.e., grants) do not become available.

Consistent with the execution of the MOU, the Board also authorized the Engineering Division of the Department of Public Works to develop updated cost estimates for this reconstruction project. Using the results of the analysis just completed by SEA Consultants, DPW reported the estimated total cost to be \$1.4 million.

Estimated Cost:           \$1,400,000

Time Schedule:           Prior Year -- \$1,400,000 General Fund Bond

**55. PARKS AND PLAYGROUNDS REHABILITATION & UPGRADE**

This is an on-going town-wide program for the repair and replacement of unsafe and deteriorating playground, fence, and field facilities or components. Improvements include fence installations, backstops, masonry work, retaining walls, picnic furniture repairs, turf restoration, bench replacements, playstructures, safety surfacing, and drainage improvements. This program avoids more expensive rehabilitation that would be necessary if these items were left to deteriorate.

Estimated Cost:           \$2,360,000

Time Schedule:           Prior Year -- \$260,000 Property Tax / Free Cash  
FY 2011 -- \$270,000 Property Tax / Free Cash  
FY 2012 -- \$280,000 Property Tax / Free Cash  
FY 2013 -- \$290,000 Property Tax / Free Cash  
FY 2014 -- \$300,000 Property Tax / Free Cash  
FY 2015 -- \$310,000 Property Tax / Free Cash  
FY 2016 -- \$320,000 Property Tax / Free Cash  
Future Years -- \$330,000 Property Tax / Free Cash

**56. TOWN/SCHOOL GROUNDS REHAB**

Town and School grounds require on-going landscaping, structural improvements, and repair. These funds will be applied to create attractive and functional landscapes and hardscape improvements including plant installation, regrading, reseeding, tree work, new concrete or asphalt walkways, trash receptacles, bike racks, drainage improvements, retaining walls, and repairs to stairs, treads, railings, benches, or other exterior structures. This program avoids more expensive rehabilitation that would be necessary if these items were left to deteriorate.

Estimated Cost: \$1,135,000

Time Schedule: Prior Year -- \$120,000 Property Tax / Free Cash  
FY 2011 -- \$130,000 Property Tax / Free Cash  
FY 2012 -- \$135,000 Property Tax / Free Cash  
FY 2013 -- \$140,000 Property Tax / Free Cash  
FY 2014 -- \$145,000 Property Tax / Free Cash  
FY 2015 -- \$150,000 Property Tax / Free Cash  
FY 2016 -- \$155,000 Property Tax / Free Cash  
Future Years -- \$160,000 Property Tax / Free Cash

**57. TENNIS COURTS/BASKETBALL COURTS**

The Town has over 19 basketball courts and 36 hard-surface tennis courts. Over time, the court surfaces begin to deteriorate, crack, and weather. In order to maintain the integrity, safety, and playability of the courts, the Town needs to plan for the phased reconstruction/renovation/resurfacing of the courts.

Estimated Cost: \$350,000

Time Schedule: FY 2013 -- \$100,000 Property Tax / Free Cash  
FY 2014 -- \$150,000 Property Tax / Free Cash  
Future Years -- \$100,000 Property Tax / Free Cash

**58. COMFORT STATIONS**

These funds are programmed for the renovation of the comfort stations that are located in various parks. The plans would include new roofs, doors, windows, painting, partitions, and possibly new fixtures.

Estimated Cost: \$200,000



Time Schedule:        FY 2013 -- \$50,000 Property Tax / Free Cash  
                              FY 2014 -- \$50,000 Property Tax / Free Cash  
                              FY 2016 -- \$50,000 Property Tax / Free Cash  
                              Future Years -- \$50,000 Property Tax / Free Cash

## **CONSERVATION/OTHER OPEN SPACE**

### **59. TREE REMOVAL AND REPLACEMENT**

The tree removal and replacement program represents the Town's effort to balance street tree removals with plantings. As trees mature or are impacted by storm damage or disease, it is critical to remove these before they become public safety hazards. New tree plantings are also critical, as they directly impact the tree-lined character of the community, improve stormwater quality, provide oxygen, reduce heat impact in the summer, and improve the overall quality of life in Brookline. In addition, this line item includes funding for on-going management work in the four conservation properties (Hall's Pond Sanctuary, Amory Woods Sanctuary, D. Blakely Hoar Sanctuary, and the Lost Pond Sanctuary). Storm damage, disease, and old age continue to reduce tree canopies. The funds will be utilized to remove hazard trees and provide structural, health, and safety pruning to prolong the life and viability of our significant trees that are located in conservation and sanctuary areas. New trees will be planted in anticipation of the ultimate loss of existing mature trees.

Estimated Cost:        \$1,340,000

Time Schedule:        Prior Year -- \$150,000 Property Tax / Free Cash  
                              FY 2011 -- \$155,000 Property Tax / Free Cash  
                              FY 2012 -- \$160,000 Property Tax / Free Cash  
                              FY 2013 -- \$165,000 Property Tax / Free Cash  
                              FY 2014 -- \$170,000 Property Tax / Free Cash  
                              FY 2015 -- \$175,000 Property Tax / Free Cash  
                              FY 2016 -- \$180,000 Property Tax / Free Cash  
                              Future Years -- \$185,000 Property Tax / Free Cash

### **60. OLD BURIAL GROUND**

The Old Burying Ground, located on Walnut Street, is Brookline's first cemetery. Although the cemetery dates back to 1717, its appearance today reflects the ideals of the 19th century rural cemetery movement. The cemetery is listed as part of the Town Green National Register Historic District and has been featured in a publication by the Massachusetts Department of Environmental Management entitled "Preservation Guidelines for Historic Burial Grounds and Cemeteries". Research completed by both landscape architects and specialists in

monument conservation indicates that the Town has much work to do in restoring the perimeter walls, markers and footstones, tombs, and monuments, as well as landscape improvements. The next priority for the Old Burial Ground is a structural assessment of the tombs.

Estimated Cost: \$350,000

Time Schedule: FY 2013 -- \$250,000 Property Tax / Free Cash  
Future Years -- \$100,000 Property Tax / Free Cash

#### **61. WALNUT HILLS CEMETERY**

In March 2004, the Trustees of the Walnut Hills Cemetery completed a Master Plan that presents numerous recommendations for improvement and enhancements to the cemetery including the critical need for the development of additional burial space within the cemetery. As part of that plan, the Trustees have completed a design process for the build-out of two areas in the cemetery for mixed-use interment space. The Trustees propose that the existing Cemetery Trust Fund be used to build out the first area. The Trustees have also identified four other areas for future build outs that, with careful oversight and management, will assure burial space for the Town for over the next 50 years. The Cemetery Trustees seek authorization from Town Meeting to use funds from its Special Revenue Fund (SW01) to put towards the build-out of the Cemetery and creation of mixed-use interment options for Phase I in FY11.

Estimated Cost: \$200,000

Time Schedule: FY 2011 -- \$200,000 Other (Cemetery trust funds)

## **RECREATION**

#### **62. TAPPAN ST. GYM ENHANCEMENTS**

The Tappan Gym Building has thousands of square feet of space that needs to be used differently to accommodate the changing needs of the community. The project would create a link between the Evelyn Kiranne Aquatics Center and the gym facility and redesign the Tappan space for better use during off-school hours. The \$30,000 is for a feasibility study.

Estimated Cost: \$30,000

Time Schedule: FY 2013 -- \$30,000 Property Tax / Free Cash  
FY 2014 -- \$NA

**63. SWIMMING POOL - SHOWER RENOVATION/POOL REPOINTING**

The locker rooms at the Evelyn Kirrane Aquatics Center require new showers and tiles on both the men's and women's sides. The areas have heavy use throughout the year and require consistent maintenance and upkeep. The project will include replacement of showers and tiles and renovation of the surrounding areas. \$200,000 is included in Future Years.

The pool structure also needs to have the concrete repointed to prevent foundation cracks and leaks. The pool structure has required increased repair and maintenance in the past few years and the pool will need large-scale maintenance of this type to prevent structural issues in the future. \$350,000 is included in Future Years.

Estimated Cost: \$550,000

Time Schedule: Future Years -- \$200,000 Property Tax / Free Cash (Showers)  
Future Years -- \$350,000 Property Tax / Free Cash (Repointing)

**64. WALDSTEIN BUILDING**

This small building is located on the grounds of Waldstein Playground. It is used seasonally (spring, summer and fall) by the tennis players and our spring, summer and fall soccer camps, contains two toilet areas, a meeting room, a storage area for use by the Town's contracted tennis pro, and a small utility room. Improvements are needed, including making the restrooms handicapped accessible, new windows, doors, light fixtures, roof, and plumbing fixtures. The ceiling height should be increased and ventilation of the air improved. New urinals, sinks, painting, floor sealant, hand dryers and baby changing station are all needed as part of this overall building renovation.

Estimated Cost: \$115,000

Time Schedule: FY 2014 -- \$15,000 Property Tax / Free Cash (Design)  
FY 2014 -- \$100,000 Property Tax / Free Cash (Construction)

**SCHOOL****65. SCHOOL FURNITURE**

This is a continuous program to upgrade furniture in all schools. The furniture in classrooms absorbs significant wear and tear annually. This program will replace the most outdated and worn items.

Estimated Cost: \$200,000

Time Schedule:        Prior Year -- \$25,000 Property Tax / Free Cash  
                             FY 2011 -- \$25,000 Property Tax / Free Cash  
                             FY 2012 -- \$25,000 Property Tax / Free Cash  
                             FY 2013 -- \$25,000 Property Tax / Free Cash  
                             FY 2014 -- \$25,000 Property Tax / Free Cash  
                             FY 2015 -- \$25,000 Property Tax / Free Cash  
                             FY 2016 -- \$25,000 Property Tax / Free Cash  
                             Future Years -- \$25,000 Property Tax / Free Cash

**66.    TOWN/SCHOOL BUILDING - ASBESTOS REMOVAL**

This annual appropriation will allow for the removal of asbestos, lead paint, mold, toxins, and any other hazardous materials whenever it is discovered in a Town/School facility. Many times when mechanical system repairs are in progress, expensive asbestos abatement has been required. These funds will allow for the proper abatement of asbestos.

Estimated Cost:        \$495,000

Time Schedule:        Prior Year -- \$50,000 Property Tax / Free Cash  
                             FY 2011 -- \$55,000 Property Tax / Free Cash  
                             FY 2012 -- \$60,000 Property Tax / Free Cash  
                             FY 2013 -- \$60,000 Property Tax / Free Cash  
                             FY 2014 -- \$65,000 Property Tax / Free Cash  
                             FY 2015 -- \$65,000 Property Tax / Free Cash  
                             FY 2016 -- \$70,000 Property Tax / Free Cash  
                             Future Years -- \$70,000 Property Tax / Free Cash

**67.    TOWN/SCHOOL BUILDING - ADA RENOVATIONS**

This annual program of improvements is requested in order to bring Town/School buildings into compliance with the Americans with Disabilities Act (ADA), which requires that the Town make public buildings accessible to all. This work includes adding lifts, modifications to HVAC equipment, and classroom modifications for sound, layout or access. These funds will be used on buildings that are not part of currently planned major renovations.

Estimated Cost:        \$495,000

Time Schedule:        Prior Year -- \$50,000 Property Tax / Free Cash

FY 2011 -- \$55,000 Property Tax / Free Cash  
 FY 2012 -- \$60,000 Property Tax / Free Cash  
 FY 2013 -- \$60,000 Property Tax / Free Cash  
 FY 2014 -- \$65,000 Property Tax / Free Cash  
 FY 2015 -- \$65,000 Property Tax / Free Cash  
 FY 2016 -- \$70,000 Property Tax / Free Cash  
 Future Years -- \$70,000 Property Tax / Free Cash

#### **68. TOWN/SCHOOL BUILDING - MASONRY REPAIR/CHIMNEY REPAIRS & LINERS**

The \$250,000 in FY12 is recommended for the development of a long-term plan to repair the outside envelope of all Town and School buildings. This would include all masonry -- bricks and mortar, flashing, dental work, coping stones, metal shelves, and wooden structures and tower work. Some buildings are over 100 years old and have never had exterior work done to them.

As part of the Town's project to convert heating systems to be able to burn both oil and natural gas, new liners are required to be installed in those buildings with the dual-fuel burners. This is due to gas code requirements. Chimneys will be inspected and repaired if appropriate; if not, a new metal liner will be installed to connect to the gas burning equipment in the building.

The \$500,000 in each year starting in FY14 is the estimate for both funding the long-term plan for masonry repairs and for chimney repairs/liners. The final amounts will be determined once the long-term plan is developed.

Estimated Cost: \$2,250,000

Time Schedule: FY 2012 -- \$250,000 Property Tax / Free Cash  
 FY 2014 -- \$500,000 Property Tax / Free Cash  
 FY 2015 -- \$500,000 Property Tax / Free Cash  
 FY 2016 -- \$500,000 Property Tax / Free Cash  
 Future Years -- \$500,000 Property Tax / Free Cash

#### **69. TOWN/SCHOOL BUILDING - SECURITY/LIFE SAFETY**

Over the last few years, there have been several large capital projects that have improved the security situation of Town/School buildings. This program will extend the effort and improve areas where security may be lacking. In general, the plan calls for making all the doors around the perimeter of a building more secure by replacing the doors, frames, door handles, and locks with electronic locks that may only be opened with a keypad and/or on a specific schedule. Only the front main entrance of the building would allow for general access. At the front door a speaker and doorbell will be added to interconnect to the building's existing intercom or phone system for use by visitors. The lighting around each building will be improved and placed on a timer. A small camera system connected to a computer will be added at the

main entrance to monitor access to the building. It is not the intent to install a large scale monitoring system due to complexity, monitoring issues, and costs.

The School buildings will be a priority. Most schools are reasonably secure, but based on an assessment by the Police Department, security can, and should, be improved. These funds will be used at various locations, including Baldwin School, Baker School, Devotion School, High School, Fire Stations, Soule Recreation Center, and Eliot Recreation Center. These funds would also be used to continue the on-going process of replacement and installation of new fire alarm systems, sprinkler systems, emergency lighting, and egress signs.

Estimated Cost: \$650,000

Time Schedule: Prior Year -- \$100,000 Property Tax / Free Cash  
FY 2011 -- \$100,000 Property Tax / Free Cash  
FY 2013 -- \$150,000 Property Tax / Free Cash  
FY 2014 -- \$150,000 Property Tax / Free Cash  
FY 2015 -- \$150,000 Property Tax / Free Cash

#### **70. TOWN/SCHOOL BUILDING - ELEVATOR RENOVATIONS**

When a building is renovated, most elevators are upgraded (new controls, motors, cables, refurbishment of the car, etc.). The buildings that have not been renovated have elevators that are close to 40 years old. Maintenance is an issue and parts are becoming more difficult to find. This project would upgrade those cars and lifts with new equipment.

Estimated Cost: \$1,650,000

Time Schedule: FY 2013 -- \$25,000 Property Tax / Free Cash (Design)  
FY 2013 -- \$250,000 Property Tax / Free Cash (Renovation)  
FY 2014 -- \$25,000 Property Tax / Free Cash (Design)  
FY 2014 -- \$275,000 Property Tax / Free Cash (Renovation)  
FY 2015 -- \$25,000 Property Tax / Free Cash (Design)  
FY 2015 -- \$300,000 Property Tax / Free Cash (Renovation)  
FY 2016 -- \$30,000 Property Tax / Free Cash (Design)  
FY 2016 -- \$320,000 Property Tax / Free Cash (Renovation)  
Future Years -- \$35,000 Property Tax / Free Cash (Design)  
Future Years -- \$365,000 Property Tax / Free Cash (Renovation)

**71. TOWN/SCHOOL BUILDING - EMERGENCY GENERATOR REPLACEMENT**

Buildings are required by the Massachusetts Building Code to provide for emergency egress lighting in case of a power failure. This is done by either emergency lights on batteries or through the use of a generator. This project would fund the costs of replacing the Town's 15 generators (7 in the schools and 8 in the town buildings).

Estimated Cost: \$625,000

Time Schedule: FY 2012 -- \$125,000 Property Tax / Free Cash  
FY 2013 -- \$125,000 Property Tax / Free Cash  
FY 2014 -- \$125,000 Property Tax / Free Cash  
FY 2015 -- \$125,000 Property Tax / Free Cash  
FY 2016 -- \$125,000 Property Tax / Free Cash

**72. TOWN/SCHOOL BUILDING - ENERGY CONSERVATION**

With increases in utility costs, it is imperative that monies be invested to decrease energy consumption in buildings. Programs include, but are not limited to, lighting retrofit and controls, energy efficient motors, insulation, and temperature equipment. This program augments existing gas and electric utility conservation programs. Monies would also go toward more efficient heating and cooling equipment to save money.

The \$143,000 in FY10 was from the American Recovery and Reinvestment Act (ARRA), the federal stimulus bill signed into law by President Obama.

Estimated Cost: \$1,198,572

Time Schedule: Prior Year -- \$105,572 Property Tax / Free Cash  
Prior Year -- \$143,000 Federal grant (ARRA funds)  
FY 2011 -- \$100,000 Property Tax / Free Cash  
FY 2012 -- \$125,000 Property Tax / Free Cash  
FY 2013 -- \$150,000 Property Tax / Free Cash  
FY 2014 -- \$175,000 Property Tax / Free Cash  
FY 2015 -- \$200,000 Property Tax / Free Cash  
Future Years -- \$200,000 Property Tax / Free Cash

**73. TOWN/SCHOOL BUILDING - ENERGY MANAGEMENT SYSTEM**

This project is to upgrade the energy management systems in town and school buildings. Most of the larger buildings have older (25 years) energy management systems that have gone beyond their life expectancy and replacement parts are no longer available. These systems would be replaced and upgraded with new web-based systems integrated into the Town's existing computer network. The Building Department will work in conjunction with the Information Technology Department on this project.

Software Upgrades are needed at:

Baker School	High School	New Lincoln School
Water Department	Senior Center	Municipal Garage

This list presumes that the HVAC systems are replaced as part of renovations at Devotion School and Runkle School.

Estimated Cost: \$300,000

Time Schedule: Prior Year -- \$100,000 Property Tax / Free Cash  
FY 2013 -- \$200,000 Property Tax / Free Cash

**74. TOWN/SCHOOL BUILDING - ROOF REPAIR/REPLACEMENT PROGRAM**

In FY07, \$275,000 was appropriated for a town-wide roof study. A consultant was hired to review existing conditions, determine the continued life expectancy of the roofs, and develop a master plan for repair and replacement of all roofs. The consultant completed the master plan and a priority list and schedule was established to repair and/or replace roofs on the 74 buildings in the Town. The plan calls for \$29.3 million over a 20-year period, with \$2.53 million required within the six-year period of this FY11 – FY16 CIP -- \$300,000 in FY11, and \$1.6 million in FY14, and \$525,000 in FY16.

Estimated Cost: \$3,050,000

Time Schedule: Prior Year -- \$500,000 Re-Appropriation of Existing Funds  
Prior Year -- \$125,000 Property Tax / Free Cash  
FY 2011 -- \$300,000 Property Tax / Free Cash  
FY 2014 -- \$1,600,000 General Fund Bond  
FY 2016 -- \$525,000 Property Tax / Free Cash



**75. HIGH SCHOOL CAMPUS VENTILATION - COOLING**

The original plan for the High School renovation was to air condition the entire building. These options were valued engineered out of the original project except for the Administrative Wing. There is a need to ventilate/cool certain parts of the building that have experienced excessive heat gain during hot weather. This project would install window film on certain rooms, install ceiling fans, and install limited air conditioning in certain rooms where needed.

Estimated Cost: \$125,000

Time Schedule: FY 2013 -- \$125,000 Property Tax / Free Cash

**76. HIGH SCHOOL STAGE AND DANCE STUDIO**

The floors of the Dance Studio at the Phys Ed Building and the main stage at the High school are original to the building. While they have been refurbished and refinished over the years, the heavy use they endure make further refurbishment no longer an option. This funding request is to allow for the removal of the existing wood surfaces and structures.

Estimated Cost: \$80,000

Time Schedule: FY 2013 -- \$80,000 Property Tax / Free Cash

**77. HIGH SCHOOL QUAD**

This funding is planned to rebuild the brick/concrete high school quad, reset drainage basins, and repair the stairs to meet safety and accessibility requirements. The front of the high school grounds will be regraded and planted to address drainage problems. Landscaping will follow the hardscape improvements.

Estimated Cost: \$525,000

Time Schedule: FY 2013 -- \$25,000 Property Tax / Free Cash (Design)  
FY 2015 -- \$500,000 Property Tax / Free Cash (Construction)

**78. UAB - ROOF/CHIMNEY/ POINTING/GUTTERS & DOWNSPOUTS**

This project consists of re-pointing, repairs to the existing chimney for the heating and lighting plant, and repairs to the roof and gutters. The existing slate roof is close to 100 years old and patchwork has been done on some valleys and overhangs. This project would replace those other missing or damaged tiles, redo all of the copper in the valleys, and replace all damaged downspouts and gutters that have failed over

the years. The chimney is in need of re-pointing due to its age. The \$130,000 in FY12 is for plans and specs while the \$1.3 million in FY13 is for the work.

Estimated Cost: \$1,430,000

Time Schedule: FY 2012 -- \$130,000 Property Tax / Free Cash (Design)  
FY 2013 -- \$1,300,000 General Fund Bond (Construction)

#### **79. BALDWIN SCHOOL RENOVATIONS**

The Baldwin School, which was built in the 1930's as a library, needs to be renovated. The heating system is over 70 years old and many pipes are failing due to age. The monies for this project would replace the piping and HVAC system and covert the system to forced hot water. This would allow for better control, more even temperatures, zoning, and energy savings. The electrical system is also in need of upgrade. In addition, the building is not fully accessible. This project would install an elevator that would connect the top and bottom floors. Work would also be done on the front entrance to make it accessible. The building also has its original windows, which are wooden, single pane, and leak air. This project would replace those windows with energy efficient, thermal pane style windows. The slate roof also needs repairs as well as the gutters.

The breakout of the \$1,950,000 is as follows:

- plans and specs for HVAC = \$40,000 (FY14)
- plans and specs for electrical, elevators, ADA, and windows = \$130,000 (FY14)
- HVAC = \$450,000 (FY15)
- electrical = \$250,000 (FY15)
- elevators = \$350,000 (FY15)
- ADA = \$480,000 (FY15)
- windows = \$250,000 (FY15)

Estimated Cost: \$1,950,000

Time Schedule: FY 2014 -- \$170,000 Property Tax / Free Cash (Design)  
FY 2015 -- \$1,780,000 General Fund Bond (Construction)

#### **80. DEVOTION SCHOOL REHABILITATION**

The 148,633 sq. ft. Edward Devotion School, which was originally built in 1924 with renovations/additions in 1952 and 1974, requires significant renovation/upgrading. The plan would include new electrical and HVAC systems, new roofs, plumbing upgrades, new windows,

and ADA work. The library and auditorium would be pulled apart with the possibility of a new library addition being built. This CIP assumes a major renovation, as evidenced by the \$56 million estimated project cost. The Town is assuming that 40% of both design and construction will be funded by the Massachusetts School Building Authority (MSBA); however, if that funding does not materialize, the project will have to be a \$33 million construction project, unless it is funded via a Debt Exclusion.

Estimated Cost: \$56,250,000

Time Schedule: FY 2014 -- \$750,000 General Fund Bond (Feasibility/Schematic Design)  
 FY 2014 -- \$500,000 State Grant (Feasibility/Schematic Design)  
 FY 2015 -- \$33,000,000 General Fund Bond (Design Completion/Construction)  
 FY 201 -- \$22,000,000 State Grant (Design Completion/Construction)

#### **81. RUNKLE SCHOOL RENOVATION/ADDITION**

At the November, 2009 Special Town Meeting, \$29.1 million was authorized for the Runkle School renovation/addition project, a critical component of the plan to address rising enrollment in the school system. The Town will fund approximately \$17.4 million and the State will fund approximately \$11.68 million.

Estimated Cost: \$29,100,000

Time Schedule: Prior Year -- \$11,680,000 State Grant  
 Prior Year -- \$17,420,000 General Fund Bond

#### **86. RUNKLE SCHOOL - MATCHING GRANT FUNDS**

The Massachusetts School Building Authority (MSBA) has promulgated regulations that award additional grant funds to communities that have established a School Facilities Maintenance Trust Fund. Brookline established one at the 2009 Annual Town Meeting. The additional funds are awarded as a matching grant equivalent to up to 1% of the total MSBA reimbursement grant award for a project. Brookline stands to receive this bonus as part of any MSBA funding that may be approved for the Runkle School project. Based upon the expected State reimbursement for the Runkle project (approximately \$12 million), the Town would have to appropriate \$120,000 and would then be matched \$120,000 by the State.

Estimated Cost: \$120,000

Time Schedule: FY 2013 -- \$120,000 Property Tax / Free Cash

**87. OLD LINCOLN SCHOOL SURFACE STRUCTURAL REPAIRS**

The outside areas of the Old Lincoln School are deteriorating. During construction of the new elevator, large voids were discovered at the sides of the buildings. Due to leaking in the asphalt above, erosion, and other conditions, there is a concern that a sink hole may develop. It is anticipated that the area above the garages and the areas along front of the building will need to be replaced. The \$100,000 in FY11 is for an engineering conditions analysis that will help determine the need and the solution. No estimate is included for FY12, but it will become available once the engineering study is complete.

Estimated Cost: \$100,000

Time Schedule: FY 2011 -- \$100,000 Property Tax / Free Cash  
FY 2012 -- \$NA

**88. PIERCE SCHOOL – RENOVATE AUDITORIUM/ELECTRIC DISTRIBUTION UPGRADE**

The scope of the auditorium project is to enhance the existing Pierce School Auditorium within the existing walls by improving on the sight lines, stage, seating, sound, lighting, egress, etc, to provide a more programmatically appropriate space for school performances. In FY10, \$75,000 was included for design of the auditorium. Construction is estimated at \$750,000 for FY12.

The School also has an outdated electrical system. The building was equipped with Federal breakers and distribution systems. Federal is a company that went bankrupt due to faulty equipment. Although the equipment is safe, breakers and parts do fail and replacement parts are not available. The \$25,000 in FY13 is for plans and specs, with the \$250,000 for construction planned for FY14.

Estimated Cost: \$1,100,000

Time Schedule: Prior Year -- \$75,000 Property Tax / Free Cash (Auditorium Design)  
FY 2012 -- \$750,000 Property Tax / Free Cash (Auditorium Construction)  
FY 2013 -- \$25,000 Property Tax / Free Cash (Elec. System Design)  
FY 2014 -- \$250,000 Property Tax / Free Cash (Elec. System Construction)

**89. CLASSROOM CAPACITY**

The Public Schools of Brookline have been experiencing K-8 enrollment increases for the past five years. During this period, the total K-8 enrollment has grown 581 (15%) and, based upon available birth data and other demographic trends, this growth pattern is expected to continue for at least the next four years. This will result in total enrollment growth of approximately 900 students (23 %) during the nine year (FY05-FY14) period.

The impact of the enrollment growth during the last five years has increased demand on the Town's eight K-8 schools significantly. In 2005, the schools operated with 3,888 students in 196 homerooms. In the current school year, they operate with 4,469 students in 219 homerooms. In FY2014, the schools project a need for 241 homerooms for the projected enrollment of 4,780 students. This is an increase of 45 homerooms between 2005 and 2014. In order to create the classroom space necessary to accommodate this enrollment level, the schools have had to convert spaces intended for other purposes into regular classrooms.

Each of the Town's K-8 schools is at its capacity. The community is experiencing an influx of students, especially at the Kindergarten level, that far exceeds what would be expected from the birth data alone. This indicates that other activities/actions are affecting the enrollment numbers. Analysis by the schools points to families moving to the community, resulting in this growth over the birth rate.

In order to address this serious issue, various mitigation measures have been taken, the most significant being the Runkle School Renovation/Addition project. This project, which is being funded 41.58% by the Massachusetts School Building Authority (MSBA), will allow for additional school capacity in a geographic location that is buffered by multiple schools. The Runkle School will become a three section per grade school across all grades, with appropriate support and shared space to support the enrollment of 560 students – the enrollment that Runkle is projected to have in 2014. Other mitigation activities have primarily consisted of the careful remodeling and renovation to internal spaces within each of the schools, with the goal being the creation of the highest quality space within available constraints. For example, multi-purpose rooms and music rooms have been converted into dedicated homerooms, resulting in itinerant music teachers working in substandard spaces. Adjacent office and learning spaces have been reconstructed and modified into full size classrooms. Dedicated computer laboratories have been converted into homerooms. Lastly, pre-school classes have been moved from dedicated homerooms into shared spaces with extended day programs.

While the changes made to school spaces have been done carefully, with attention to HVAC systems and other infrastructure needs, they have resulted in less than optimum spaces and conditions. As the schools move forward through the next four years, it is anticipated that an additional 22 spaces need to be converted into regular classrooms. The specific actions to create these 22 classrooms will require additional conversion and alternative spaces, modification of specialist space into regular classrooms and the sharing of space by multiple programs. All of these 22 classrooms are not possible at the schools where enrollments are expected to grow without additional capacity at certain locations.

The Schools have submitted a Statement of Interest (SOI) to the MSBA for the construction of eight new classrooms at the Heath School, which will create space at the Town's smallest current building to grow the structure to a three section school at each K-8. The additional classrooms will allow each class at the Heath School to have an appropriate full size regular classroom. Additional classrooms at Heath will also allow the schools to assign district-wide Pre-K classes to the building in the years prior to the grades fully advancing to three sections at the higher grades, and if enrollments in the out years (FY15 - FY20) fall back to more historic levels (425 - 475 students per incoming class), the additional capacity will allow for the growth of Pre-K programs.

In both FY08 and FY10, Town Meeting appropriated \$400,000 to address space needs. That \$800,000 has been used, and will continue to be used, to fund the costs associated with creating the additional classroom spaces the Schools require. The \$5 million in FY13 is for additions to Heath and/or other measures required in other elementary schools. Representatives from involved boards/committees (Selectmen, School Committee, Building Commission, Advisory Committee) and Town/School staff will continue to engage in discussions regarding the best options for addressing the space needs of the elementary schools. In addition to considering additions to Heath, this group will also investigate possibilities including the Baldwin School, Old Lincoln School, and Lynch Center.

Estimated Cost:           \$5,400,000

Time Schedule:           Prior Year -- \$400,000 Property Tax / Free Cash  
                                  FY 2012 -- \$5,000,000 General Fund Bond

**TOWN OF BROOKLINE  
FY2011 PROGRAM BUDGET**

**TOWN STATISTICS**

**TOWN OF BROOKLINE, MASSACHUSETTS**

Located four miles from downtown Boston, in Norfolk County, Brookline is one of the largest towns in New England. It is primarily a mature suburban, residential community. The primary occupations of Brookline residents are management and professional, heavily concentrated in the fields of medicine and education.

Settled: 1638  
Incorporated: 1705

Total Area: 6.82 square miles  
Land Area: 6.79 square miles

**Demographics (2000 U.S. Census)**

Population: 57,107

Median Age (years): 34.5

Male: 45.2%  
Female: 54.8%

White: 81.1%  
Asian: 12.8%  
Black or African American: 2.7%  
American Indian or Alaskan Native: 0.1%  
Other: 3.3%

**Form of Government:** Representative Town Meeting (240 Elected Town Meeting Members and eight At Large) with five-member Board of Selectmen and Town Administrator.

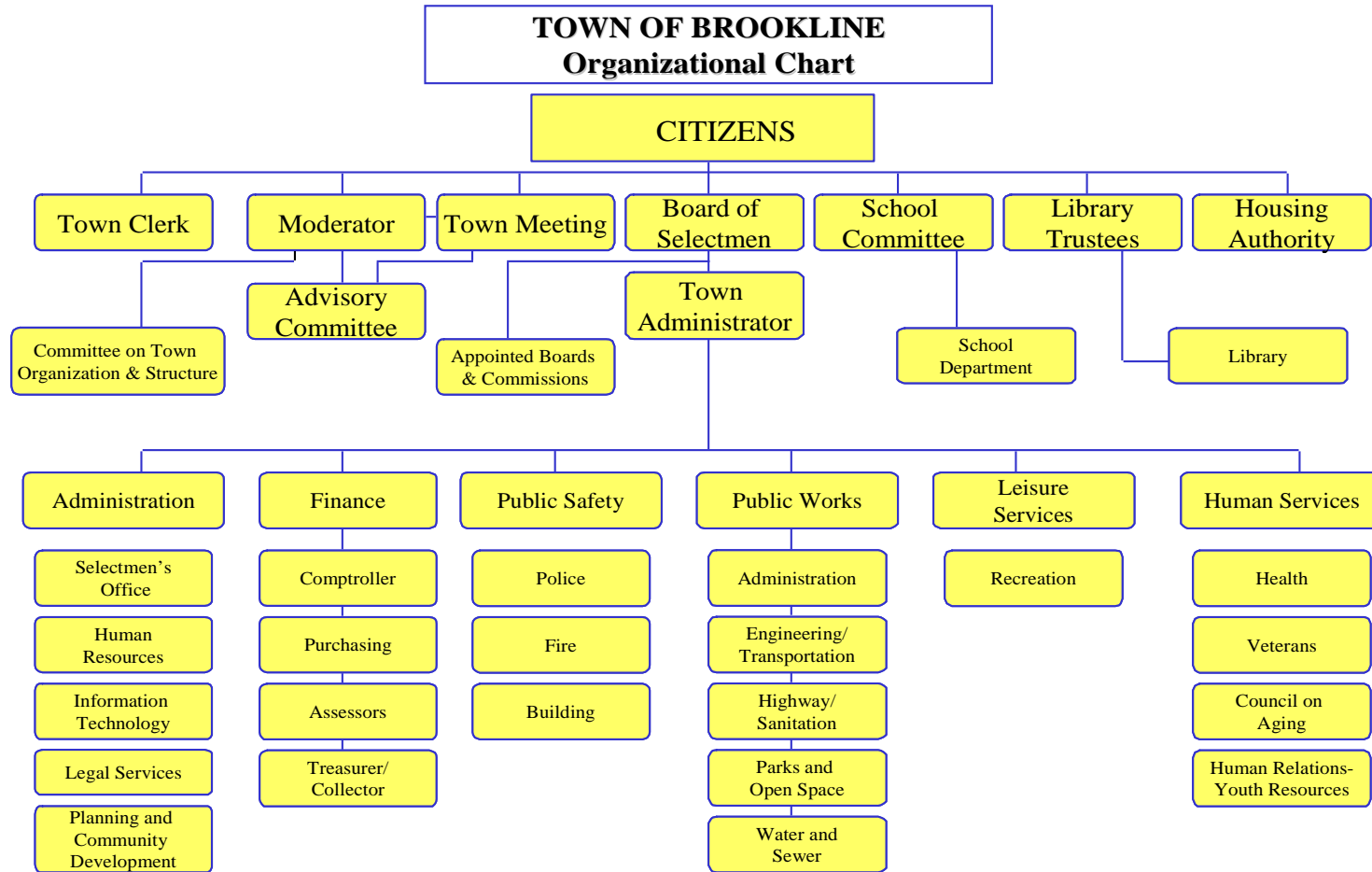
**Bond Rating: Aaa**

**FY2010 Assessed Valuation: \$14,841,644,460**

**FY2010 Tax Rate:**

Residential \$10.97  
Commercial \$17.80  
Residential Exemption \$1,787







TOWN OF BROOKLINE FY2011 PROGRAM BUDGET	BUDGET PROCESS		
<p><b><u>THE BUDGET PROCESS</u></b></p> <p>The budget process begins each year in the fall when Town Administration staff work with departments on developing "maintenance budgets". Department Heads also prepare expansion requests that are reviewed and prioritized for use if revenue is available. If the department has a board or commission, it reviews the budget requests before they are submitted to the Town Administrator. Eventually Departmental budget targets are set based on revenue availability as defined in the most recent Long-Range Financial Forecast.</p> <p>The Town Administrator then develops the Financial Plan, which encompasses the recommended municipal budget, with costs, goals, and objectives for every department, the proposed Capital Improvements Program (CIP), and comments on all other fiscal matters for the ensuing fiscal year. The Financial Plan also includes estimates of state and county assessments, collective bargaining objectives, and the property tax abatement reserve (Overlay).</p> <p>In February*, the Town Administrator submits the recommended Financial Plan to the Board of Selectmen and Advisory Committee for review and consideration. The Town Administrator, budget staff, and Department Heads regularly appear at meetings of these bodies to explain and defend the proposals contained in the Plan.</p> <p>The budget is presented to Town Meeting upon the motion of the Advisory Committee and is contained in the Advisory Committee's report in the Combined Reports to Town Meeting. Also included in the Combined Reports are the Selectmen's separate comments and recommendations.</p> <p>Town Meeting must approve most budget items by a majority vote, with the exception of bond authorizations and deposits into or withdrawals from the Stabilization Fund, all of which require a two-thirds vote. Individual items within the proposed budget may be increased, decreased, or stricken so long as expenditures do not exceed available revenues. Only Town Meeting can amend the budget after adoption. If necessary, this is done at a subsequent Town Meeting.</p> <p>The Town of Brookline prepares its basic financial statements on the basis of "generally accepted accounting principles" (GAAP). Governmental fund financial statements are reported using the flow of current financial resources measurement focus and the modified accrual basis of accounting.</p> <p>(Continued on next page)</p>	CIP BUDGET	DATES	OPERATING BUDGET
	Fiscal Year Begins	July 1	Fiscal Year Begins
	Request Forms distributed	July	
	Board/Commission Public Hearings Building Commission review in Sept	Aug / Sept	
	Request Forms due	September	Budget Forms distributed
	CIP Committee reviews requests	Sept / Oct	- Boards/Commissions review budget requests - Department Heads prepare budget requests
	CIP Committee reviews preliminary recommendations	October	Budget Requests due
	Selectmen hold Public Hearing on the CIP   Long-Range Financial Forecast is presented	Nov / Dec	- Selectmen hold Public Hearing on the Budget  - Long-Range Financial Forecast is presented  - Town Administrator and staff meet with Department Heads to ascertain the need for cutbacks and/or expansion based on projected revenue
	- CIP Committee submits final recommendations to Town Administrator  - Town Administrator submits recommendations to Selectmen	December	Town Administrator develops Budget Guidelines
	Planning Board and Advisory Committee's Capital Subcommittee review the proposed CIP	Dec / Jan	Selectmen adopt Budget Guidelines
	Town Administrator submits Financial Plan to Selectmen and Advisory Committee	February 15* (or next Town business day)	Town Administrator submits Financial Plan to Selectmen and Advisory Committee
	- Selectmen review and vote CIP  - Advisory Committee reviews and makes recommendations to Town Meeting	Feb / Apr	- Selectmen review and vote Budget  - Advisory Committee reviews and makes recommendations to Town Meeting
	Town Meeting votes CIP	May / June	Town Meeting votes Budget
	Fiscal Year ends	June 30	Fiscal Year ends

**TOWN OF BROOKLINE  
FY2011 PROGRAM BUDGET**

**BUDGET PROCESS**

**THE BUDGET PROCESS (con't.)**

For budgetary financial reporting purposes, the Uniform Municipal Accounting System basis of accounting (established by the Commonwealth) is followed, which differs from the GAAP basis of accounting in the following ways:

- Real and personal property taxes are recorded as revenue when levied (budgetary), as opposed to when susceptible to accrual (GAAP).
- Encumbrances are recorded as the equivalent of expenditures (budgetary), as opposed to a reservation of fund balance (GAAP).
- The Retirement Board has been included as a component in the reporting entity, because of the significance of its operational and/or financial relationship (GAAP).

A reconciliation of budgetary-basis to GAAP-basis results for the general fund for the fiscal year ended June 30,2009 is presented below:

**Adjustments Between Budgetary Basis and GAAP Basis of Accounting in FY09**

Excess of revenues and other financing sources (uses) over expenditures - budgetary basis	\$ 1,151,176
<u>Basis of accounting differences:</u>	
Recognition of expenditures on modified accrual basis	(15,761)
Net change in recording 60-day receipts accrual	87,995
Tax refunds payable	<u>923,000</u>
Excess of revenues and other financing sources (uses) over expenditures - GAAP basis	\$ <u><u>2,146,410</u></u>

\*The Town Administrator shall submit the Financial Plan by February 15th or the next town business day if said date falls on a weekend or holiday; or seven days after the Governor submits the annual budget to the General Court, whichever is later.

**TOWN OF BROOKLINE FISCAL POLICIES**

As approved by the Board of Selectmen on April 27, 2004  
(amended June 17, 2008)

**RESERVE POLICIES**

The Town shall maintain the following general, special, and strategic reserve funds:

• **Budget Reserve** – to respond to extraordinary and unforeseen financial obligations, an annual budget reserve shall be established under the provisions of MGL Chapter 40, Section 6. The funding level shall be an amount equivalent to 1% of the prior year's net revenue, maintained in the manner set out below. Any unexpended balance at the end of the fiscal year must go toward the calculation of free cash; no fund balance is maintained.

- o Funding from Property Tax Levy – an amount equivalent to .75% of the prior year's net revenue shall be allocated from the Property Tax levy to the Appropriated Budget Reserve.
- o Funding from Free Cash – an amount equivalent to 0.25% of the prior year's net revenue shall be allocated from Free Cash, per the Town's Free Cash Policies, to the Appropriated Budget Reserve.

• **Stabilization Fund** – a Stabilization Fund shall be maintained, under the provisions of MGL Chapter 40, Section 5B.

1. The target funding level for the Fund shall be an amount equivalent to 3% of the Town's prior year's net revenue, as defined in the CIP policies. The Fund shall be funded only with Free Cash or one-time revenues.
2. The Stabilization Fund may only be used under the following circumstances:
  - a. to fund capital projects, on a pay-as-you-go basis, when available Free Cash drops below \$2 million in any year; and/or
  - b. to support the operating budget when Net Revenue, as defined in the CIP policies, increases less than 3% from the prior fiscal year.
3. The level of use of the Stabilization Fund shall be limited to the following:
  - a. when funding capital projects, on a pay-as-you-go basis under #2a. above, no more than \$1 million may be drawn down from the fund in any fiscal year. The maximum draw down over any three year period shall not exceed \$2.5 million.
  - b. when supporting the operating budget under #2b. above, the amount drawn down from the fund shall be equal to the amount necessary to bring the year-over-year increase in the Town's prior year net revenue to 3%, or \$1 million, whichever is less. The maximum draw down over any three year period shall not exceed \$2.5 million.
4. In order to replenish the Stabilization Fund if used in the year immediately following any draw down, an amount at least equivalent to the draw down shall be deposited into the fund. Said funding shall come from Free Cash.

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET	FISCAL POLICIES - Reserves
<p><b><u>RESERVE POLICIES (con't.)</u></b></p> <p><b><u>Liability / Catastrophe Fund</u></b> – established by Chapter 66 of the Acts of 1998, and amended by Chapter 137 of the Acts of 2001, this fund shall be maintained in order to protect the community against major facility disaster and/or a substantial negative financial impact of litigation. The uses of, and the procedures for accessing, the fund are prescribed in the above referenced special act. The target fund balance is 1% of the prior year's net revenue and funding shall come from available Free Cash and other one-time revenues.</p> <p><b><u>Post-Retirement Benefits Trust Fund</u></b> – established by Chapter 472 of the Acts of 1998, this fund shall be maintained to offset the anticipated costs of post-retirement benefits of retired employees. The uses of and procedures for accessing the fund are prescribed in the above referenced special act.</p> <p>The balance in the Fund shall be maintained, but future funding shall be suspended until a comprehensive statewide municipal approach is adopted. When funding is re-activated, funding may come from continued decreases in other fringe benefit line-items; from continued year-end surpluses in appropriations for employee health insurance; from continued assessments on the non-General Funds that support benefit-eligible employees; and Free Cash and other one-time revenues.</p> <p><b><u>Overlay Reserve</u></b> – established per the requirements of MGL Chapter 59, Section 25, the Overlay is used as a reserve, under the direction of the Board of Assessors, to fund property tax exemptions and abatements resulting from adjustments in valuation. The Board of Selectmen shall, at the conclusion of each fiscal year, require the Board of Assessors to submit an update of the Overlay reserve for each fiscal year, including, but not limited to, the current balances, amounts of potential abatements, and any transfers between accounts. If the balance of any fiscal year overlay exceeds the amount of potential abatements, the Board of Selectmen may request the Board of Assessors to declare those balances a surplus, for use in the Town's Capital Improvement Plan (CIP) or for any other one-time expense.</p>	

**FREE CASH POLICIES**

After funding the Town's reserves, as detailed in the Town's Reserve Policies and summarized below, available Free Cash shall be used exclusively to supplement the Capital Improvements Program (CIP).

**Free Cash for Reserves**

Appropriated Budget Reserve – an amount equivalent to 0.25% of the prior year's net revenue shall be appropriated as part of the Town's 1% Appropriated Budget Reserve Fund, as allowed for under MGL Chapter 40, Section 6.

Stabilization Fund – Free Cash shall be used to fund the Stabilization Fund at a level equivalent to 3% of the prior year's net revenue, as prescribed in the Town's Reserve Policies. If the Fund were drawn down in the immediate prior fiscal year, then an allocation shall be made to the Fund in an amount at least equivalent to the draw down of the immediate prior fiscal year.

Liability / Catastrophe Fund – to the extent necessary, Free Cash shall be used to reach the funding target of the Town's Liability / Catastrophe Fund, as outlined in the Town's Reserve Policies.

Affordable Housing Trust Fund – in order to support the Town's efforts toward creating and maintaining affordable housing, Free Cash shall be appropriated into the Affordable Housing Trust Fund according to the following schedule:

- o when Free Cash exceeds \$6 million, 5% shall be allocated to the Affordable Housing Trust Fund.
- o when Free Cash exceeds \$7.5 million, 7.5% shall be allocated to the Affordable Housing Trust Fund.
- o when Free Cash exceeds \$10 million, 10% shall be allocated to the Affordable Housing Trust Fund.

Special Use – Free Cash may be used to augment the trust funds related to fringe benefits and unfunded liabilities related to employee benefits.

**Free Cash for Capital**

After providing for the reserves and the Affordable Housing Trust Fund as stated above, 100% of any remaining Free Cash balance shall be dedicated to the Capital Improvement Program (CIP).

**CAPITAL IMPROVEMENT PROGRAM (CIP) POLICIES**

**Definition of a CIP Project**

A capital improvement project is any project that improves or adds to the Town's infrastructure, has a substantial useful life, and costs \$25,000 or more, regardless of the funding source. Examples of capital projects include the following:

- . Construction of new buildings
- . Major renovation of or additions to existing buildings
- . Land acquisition or major land improvements
- . Street reconstruction and resurfacing
- . Sanitary sewer and storm drain construction and rehabilitation
- . Water system construction and rehabilitation
- . Major equipment acquisition and refurbishment
- . Planning, feasibility studies, and design for potential capital projects

**Evaluation of CIP Projects**

The Capital Improvement Program shall include those projects that will preserve and provide, in the most efficient manner, the infrastructure necessary to achieve the highest level of public services and quality of life possible within the available financial resources.

Only those projects that have gone through the CIP review process shall be included in the CIP. The CIP shall be developed in concert with the operating budget and shall be in conformance with the Board's CIP financing policy. No project, regardless of the funding source, shall be included in the CIP unless it meets an identified capital need of the Town and is in conformance with this policy.

Capital improvement projects shall be thoroughly evaluated and prioritized using the criteria set forth below. Priority will be given to projects that preserve the essential infrastructure. Expansion of the capital plan (buildings, facilities, and equipment) must be necessary to meet a critical service. Consideration shall be given to the distributional effects of a project and the qualitative impact on services, as well as the level of disruption and inconvenience.

**CAPITAL IMPROVEMENT PROGRAM (CIP) POLICIES (con't.)**

The evaluation criteria shall include the following:

- Eliminates a proven or obvious hazard to public health and safety
- Required by legislation or action of other governmental jurisdictions
- Supports adopted plans, goals, objectives, and policies
- Reduces or stabilizes operating costs
- Prolongs the functional life of a capital asset of the Town by five years or more
- Replaces a clearly obsolete facility or maintains and makes better use of an existing facility
- Prevents a substantial reduction in an existing standard of service
- Directly benefits the Town's economic base by increasing property values
- Provides new programs having social, cultural, historic, environmental, economic, or aesthetic value
- Utilizes outside financing sources such as grants

**CIP Financing Policies**

An important commitment is providing the funds necessary to fully address the Town's capital improvement needs in a fiscally prudent manner. It is recognized that a balance must be maintained between operating and capital budgets so as to meet the needs of both to the maximum extent possible.

For the purposes of these policies, the following definitions apply:

- Net Operating Revenue - Gross revenues, less net debt exclusion funds, enterprise (self-supporting) operations funds, free cash, grants, transfers from other non-recurring non-general funds, and non-appropriated costs.
- Net Direct Debt (and Debt Service) - Gross costs from local debt, less Prop 2 1/2 debt exclusion amounts and amounts from enterprise operations.
- Net Tax-Financed CIP - Gross amount of appropriations for capital improvements from current revenues, less amounts for enterprise operations, grants, free cash, transfers, and non-recurring special revenue funds.
- 2008 Override Funds - the \$750,000 included in the CY2008 Override.

The Capital Improvements Program shall be prepared and financed in accordance with the following policies:

**OUTSIDE FUNDING**

State and/or federal grant funding shall be pursued and used to finance the capital budget wherever possible.

**ENTERPRISE OPERATIONS - SELF SUPPORTING**

Capital projects for enterprise operations shall be financed from enterprise revenues solely.

**CAPITAL IMPROVEMENT PROGRAM (CIP) POLICIES (con't.)**

**CIP BUDGET ALLOCATIONS - 5.5% OF NET REVENUES**

Total net direct debt service and net tax-financed CIP shall be maintained at a level equivalent to 5.5% of prior year net operating revenues, plus the funds provided for in the CY2008 Override. The original \$750,000 shall be increased annually by the 2.5% allowable growth in the tax levy.

- **TAX FINANCED ALLOCATION - 1.25% OF NET REVENUES**

Net tax-financed capital expenditures shall be maintained at a target level equivalent to 1.25% of prior year net operating revenues.

- **DEBT-FINANCED ALLOCATION - 4.25% OF NET REVENUES**

Net direct debt service shall be maintained at a target equivalent to 4.25% of prior year net operating revenues.

- **CY2008 OVERRIDE FUNDS**

Beginning on July 1, 2008, an additional \$750,000 shall be included per the Override. This amount shall be increased annually by the 2.5% allowable growth in the tax levy starting on July 1, 2009.

**DEBT MANAGEMENT POLICIES**

Debt financing of capital projects shall be utilized in accordance with the following policies:

- Debt financing shall be reserved for capital projects and expenditures which either cost in excess of \$100,000 or have an anticipated life span of five years or more, or are expected to prolong the useful life of a capital asset by five years or more.
- Bond maturities shall not exceed the anticipated useful life of the capital project being financed. Except for major buildings and water and sewer projects, bond maturities shall be limited to no more than ten years.
- Bond maturities shall be maintained so that at least 60% of the outstanding net direct debt (principal) shall mature within 10 years.
- Total outstanding general obligation debt shall not exceed 2.5% of the total assessed value of the property.
- Total outstanding general obligation debt per capita shall not exceed \$2,000. Beginning on July 1, 2004, the \$2,000 per capita shall be adjusted annually by the consumer price index (CPI) for all urban consumers (northeast region all items).
- Total outstanding general obligation debt per capita shall not exceed 6% of per capita income, as defined by the Census Bureau of the U.S. Department of Commerce.

**FREE CASH**

After using free cash in accordance with the Town's free cash policy, available free cash shall be used exclusively to supplement the Capital Improvements Program.



**GLOSSARY OF TERMS**

**Accrual Basis** - The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

**Appropriation** - An authorization granted by Town Meeting to expend money and incur obligations for specific public purposes.

**Assessed Valuation** - A value assigned to real estate or other property by a government as the basis for levying taxes. In Massachusetts, assessed valuation is based on the property's full and fair cash value as set by the Assessors.

**Balanced Budget** - A budget in which estimated expenditures equal actual and estimated revenues.

**Bond** - A means to raise money through the issuance of debt.

**Bond Anticipation Note (BAN)** - Short-term debt instrument used to generate cash for initial project costs and with the expectation that the debt will be replaced later by permanent bonding. BANs are typically issued for a term of less than one year.

**Budgetary Fund Balance** - See "Free Cash"

**Capital Improvement Program (CIP)** - An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. The CIP is comprised of an annual capital budget and a five-year capital program.

**Cash Basis** - A basis of accounting under which transactions are recognized only when cash is increased or decreased.

**Chapter 70** - The school funding formula created under the Education Reform Act of 1993 by which state aid is distributed through the Cherry Sheet.

**Chapter 90** - The formula by which state highway funds are distributed to communities. The formula is comprised of three variables: local road mileage, local employment level, and population estimates.

**Cherry Sheet** - Named for the cherry-colored paper on which they were originally printed, the Cherry Sheet is the official notification to municipalities of the next fiscal year's state aid and assessments (to cover the cost of certain state and county programs).

**Cherry Sheet Offset Items** - Local aid that may be spent without appropriation in the budget, but which must be spent for specific programs (e.g., METCO, School Lunch Program).

**Conditions of Appropriation** - Conditions set forth in the budget vote which define how a particular appropriation is to be spent, whether and how transfers of funds from one category to another can be made, or any other conditions which Town Meeting may make on the appropriation.

**Debt Burden** - The amount of debt carried by an issuer.

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET	GLOSSARY OF TERMS
<p><b><u>GLOSSARY OF TERMS (con't.)</u></b></p> <p><b><u>Debt Exclusion</u></b> - An action taken by a community through a referendum to vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition 2½.</p> <p><b><u>Debt Limit</u></b> - The maximum amount of debt that a municipality may authorize for qualified purposes under state law.</p> <p><b><u>Deficit</u></b> - The excess of expenditures over revenues.</p> <p><b><u>Enterprise Fund</u></b> - Authorized by MGL Ch. 44, section 53F½, this fund is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services.</p> <p><b><u>Equalized Valuation (EQV)</u></b> - The full and fair cash value of property within a municipality.</p> <p><b><u>Excess Levy Capacity</u></b> - The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year.</p> <p><b><u>Expendable Trust Fund</u></b> - An expendable Trust is created to account for money and other property that is receivable to be held in trust and is to be used in accordance with the terms of a trust agreement. All assets of an expendable trust fund may be used, and thus expended, to carry out the objectives of the trust agreement, which generally restricts the purpose for which assets of the expendable fund may be used.</p> <p><b><u>Fiscal Year</u></b> - Since 1974, Massachusetts municipalities have operated on a cycle that begins July 1 and ends June 30.</p> <p><b><u>Fixed Costs</u></b> - Costs that are legally or contractually mandated, such as retirement, insurance, debt service, or interest on loans.</p> <p><b><u>Free Cash (Also "Budgetary Fund Balance")</u></b> - Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent amounts in budget line-items. Unpaid property taxes and certain deficits reduce the amount that can be certified as Free Cash. The calculation of Free Cash is based on the balance sheet as of June 30, which is submitted by the community's comptroller. Free Cash is not available for appropriation until certified by the Commonwealth Director of Accounts.</p> <p><b><u>Fund</u></b> - An accounting entity with a self-balancing set of accounts that is segregated for the purpose of carrying on identified activities.</p> <p><b><u>Fund Accounting</u></b> - Organizing the financial records of a municipality into multiple, segregated locations for money.</p> <p><b><u>Fund Balance</u></b> - The difference between assets and liabilities reported in a governmental fund.</p> <p><b><u>Generally Accepted Accounting Principles (GAAP)</u></b> - Uniform minimum standards and guidelines for financial accounting and reporting that serve to achieve some level of standardization.</p>	

**GLOSSARY OF TERMS (con't.)**

**General Fund** - The fund used to account for most financial resources and activities governed by the normal Town Meeting appropriation process.

**Levy** - The amount a community raises through the property tax.

**Levy Ceiling** - One of two types of levy restrictions imposed by Proposition 2½. It states that, in any year, the real and personal property taxes imposed may not exceed 2½ percent of the total full and fair cash value of all taxable property.

**Levy Limit** - One of two types of levy restrictions imposed by Proposition 2½. It states that the real and personal property taxes imposed by a city or town may only grow each year by 2½ percent of the prior year's levy limit, plus new growth and any overrides or exclusions.

**Local Aid** - Revenue allocated by the state to municipalities. Estimates of local aid are transmitted annually by the "Cherry Sheets."

**Local Receipts** - Locally generated revenues, other than real and personal property taxes. Examples include fees, fines, and rentals.

**Maintenance Budget** - A "no-growth" budget that continues appropriations for programs and services at their current year levels. The actual appropriation to maintain programs and services may still increase due to inflation or other factors.

**Modified Accrual Basis:** - The accrual basis of accounting adapted to the governmental fund type, wherein only current assets and current liabilities are generally reported on fund balance sheets and the fund operating statements present financial flow information (revenues and expenditures). Revenues are recognized when they become both measurable and available to finance expenditures of the current period. Expenditures are recognized when the related fund liability is incurred except for a few specific exceptions. All governmental funds and expendable trust funds are accounted for using the modified accrual basis of accounting.

**New Growth** - The additional tax revenue generated by new construction, renovations, and other increase in the property tax base during a calendar year.

**Non-Expendable Trust Fund** - A non-expendable trust fund is created to account for money and/or property received, the principal amount of which is to be retained intact, the income of which is restricted by a trust agreement.

**Operating Budget** - A plan of proposed expenditures for personnel, supplies, services, and other expenses for the fiscal year.

**Other Post Employment Benefits (OPEBs)** - Retirement benefits other than conventional pension benefits, including medical, dental, life insurance and long term care benefits.

**Overlay** - An account established annually to fund anticipated property tax abatements, exemptions, and uncollected taxes in that year.

**Overlay Surplus** - Any balance in the overlay account of a given year in excess of the amount remaining to be collected or abated can be transferred into this account. Overlay surplus may be appropriated for any lawful purpose.

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET	GLOSSARY OF TERMS
<p><b><u>GLOSSARY OF TERMS (con't.)</u></b></p> <p><b><u>Override</u></b> - A vote by a community at an election to permanently increase the levy limit.</p> <p><b><u>Payments in Lieu of Taxes (PILOT)</u></b> - An agreement between a municipality and an entity not subject to taxation, such as charitable or education organizations, in which the payer agrees to make a voluntary payment to the municipality.</p> <p><b><u>Proposition 2½</u></b> - A tax limitation measure adopted by state-wide referendum in 1980 (MGL Ch. 59, section 21C) which limits the ability of the Town to increase its budget from year to year. The principle provision outlines the Levy Ceiling and Levy Limit of a community. To override these tax limitations requires a Town-wide referendum.</p> <p><b><u>Reserve Fund</u></b> - An amount set aside annually within the budget of a town (not to exceed 5 percent of the tax levy for the preceding year) to provide a funding source for extraordinary or unforeseen expenditures.</p> <p><b><u>Residential Exemption</u></b> - An option that allows a community to grant an exemption to owner-occupied residential properties of up to 20 percent of the properties assessed value.</p> <p><b><u>Revenue Anticipation Note</u></b> - A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANs are full faith and credit obligations.</p> <p><b><u>Revolving Fund</u></b> - Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service.</p> <p><b><u>School Building Assistance Program (SBA)</u></b> - Established in 1948 and frequently revised by statutory amendments, this state program reimburses municipalities varying percentages of their school construction costs depending on the wealth of the community and the category of reimbursement.</p> <p><b><u>Special Revenue Fund</u></b> - A fund, established by statute only, that contains revenues that are earmarked for and restricted to expenditures for specific purposes. Special revenue funds include revolving funds, grants, and gifts.</p> <p><b><u>Stabilization Fund</u></b> - A fund designed to accumulate amounts for future spending purposes, although it may be appropriated for any lawful purpose. A two-thirds vote of Town Meeting is required to appropriate money from the stabilization fund.</p> <p><b><u>State Aid Anticipatory Note (SAAN)</u></b> - A short-term loan issued in anticipation of a state grant or aid.</p> <p><b><u>Tax Anticipation Note</u></b> - A short-term note issued to provide cash to cover operating expenses in anticipation of tax proceeds.</p> <p><b><u>Tax Rate Recapitulation Sheet ("Recap")</u></b> - A document submitted by a municipality to the state Department of Revenue in order to set a property tax rate. The recap sheet shows all estimated revenues and actual appropriations that affect the property tax rate.</p> <p><b><u>Underride</u></b> - A vote by a community to permanently decrease the tax levy limit. As such, it is the exact opposite of an override.</p>	

TOWN OF BROOKLINE FY2011 PROGRAM BUDGET	GLOSSARY OF TERMS
<p data-bbox="163 183 554 212"><b><u>GLOSSARY OF TERMS (con't.)</u></b></p> <p data-bbox="163 248 1934 313"><b><u>Undesignated Fund Balance</u></b> - Monies in the various government funds as of June 30 which are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of Free Cash.</p> <p data-bbox="163 349 1961 446"><b><u>Unfunded Pension Liability</u></b> - The difference between the value assigned to the retirement benefits already earned by a municipality's employees and the assets the local retirement system will have on hand to meet these obligations. The dollar value of the unfunded pension liability is re-determined every three years and is driven by assumptions about interest rates at which a retirement system's assets will grow and the rate of future cost of living increases to pensioners.</p>	

**Selected Acronym Table**

ADA	Americans with Disabilities Act	GPS	Global Positioning System
ARRA	American Recovery and Reinvestment Act	GREAT	Gang Resistance Education and Training
CAC	Climate Action Committee	HMO	Health Maintenance Organization
CDBG	Community Development Block Grant	HUD	Federal Department of Housing and Urban Development
CDL	Commercial Driver's License	IMGC	Information Management Governance Committee
CERT	Civilian Emergency Response Team	IOD	Injured on Duty
CIMS	Critical Infrastructure Monitoring System	ITAC	Information Technology Advisory Committee
CIP	Capital Improvements Program	IT	Information Technology
COA	Council on Aging	ITD	Information Technology Department
COLA	Cost-Of-Living-Allowances	KwH	Kilowatt Hour
COOP	Continuity of Operations Plan	LED	Light Emitting Diode
CORI	Criminal Offender Record Information	LEED	Leadership in Energy and Environmental Design
CPA	Community Preservation Act	MBTA	Massachusetts Bay Transportation Authority
BAT	Brookline Access Television	MCAS	Massachusetts Comprehensive Assessment System
B-CASA	Brookline Coalition Against Substance Abuse	MGL	Massachusetts General Laws
BEEP	Brookline Early Education Program	MLC	Municipal Lien Certificate
BPD	Brookline Police Department	MSBA	Massachusetts School Building Authority
BPL	Brookline Public Library	MWPAT	Massachusetts Water Pollution Abatement Trust
BPS	Brookline Public Schools	MWRA	Massachusetts Water Resources Authority
DAS	Distributed Antenna System	NCLB	No Child Left Behind
DOR	Massachusetts Department of Revenue	NEA	National Endowment for the Arts
DPW	Department of Public Works	OPEB	Other Post Employment Benefits
EAP	Employee Assistance Program	OSC	Override Study Committee
EECBG	Energy Efficiency and Conservation Block Grant	OSHA	Occupational Safety and Health Administration
EFT	Electronic Funds Transfer	OT	Overtime
EIC	Efficiency Initiative Committee	PEC	Public Employee Committee
EMT	Emergency Medical Treatment/Technician	PERAC	Public Employee Retirement Administration Commission
EOC	Emergency Operations Center	PILOT	Payments In-Lieu-Of Tax
ERI	Early Retirement Incentive	RMV	Registry of Motor Vehicles
FEMA	Federal Emergency Management Association	SADD	Students Against Destructive Decisions
FTE	Full-time equivalent	SBA	School Building Assistance
FPAC	Financial Planning Advisory Committee	SOPs	Standard Operating Procedures
GAAP	Generally Accepted Accounting Principles	SWAC	Solid Waste Advisory Committee
GASB	Government Accounting Standards Board	VA	U.S. Department of Veterans Affairs
GIS	Geographic Information System	VFW	Veterans of Foreign Wars
GIC	Group Insurance Commission	VOIP	Voice Over Internet Protocol
		ZBA	Zoning Board of Appeals

